



MANDATE OF THE SOMALIA NGO CONSORTIUM (SNC)
3rd Revision
DECEMBER 2017

The original Mandate was officially adopted by members in 2006 and has been effective since January 2007. It was subsequently updated in 2011, 2013 and 2017, and is to be effected in this present version from December 2017. The December 2017 Mandate reflects the new SNC Strategic Plan (2017 - 2019).

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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 organisations (NGO) representation within the 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 in January 2007. However, shortly after the Consortium review was completed in 2006, substantive changes began to take place in Somalia and within the wider aid architecture.

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. There was a call to review and strengthen the structures and services of the Consortium, which in 2011 resulted in a second review of the Consortium and Mandate. 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.

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 Care International as a host agency. In 2011, the system of voluntary Regional Focal Points was reviewed and the membership opted to professionalise these regional positions.

In early 2017, following the development of a new Strategic Plan (2017 - 2019) and a call to review the structures and activities of the Consortium, a third revision of the Mandate was carried out, reflecting the changing context in Somalia and the growing need of national/local NGO members. Some members were operational in all parts of Somalia, while others only worked locally or in selected regions. Most members were represented in Nairobi; however, those working locally or in selected regions opted to predominantly cooperate with the regional sections of the Consortium.

The Consortium is now represented by a Director, based in Nairobi who runs the Secretariat and is supported by a Deputy Director based in Mogadishu. Regional coordination is facilitated by Regional Coordinators based in Hargeisa (Somaliland)

and Mogadishu and field officers in Garowe (Puntland), Baidoa (South West State) and Kismayo (Jubaland). The Secretariat is supported by core administrative, program, advocacy & communication staff. Each member agency pays an annual registration fee that contributes to the running costs of the Consortium.

2. VISION

“Stronger together for resilient Somali communities”

3. MISSION

“A coordination platform, focused on an enabling environment for efficient and effective delivery of humanitarian and development outcomes”

4. 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 and nurture the identity and 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. STRATEGIC AREAS OF FOCUS

During the implementation of the Strategy 2017 - 2019, the NGO Consortium seeks to achieve change in three broad areas:

1. Create an enabling environment for improved humanitarian, resilience and development outcomes, through multi-stakeholder and multi-level engagement.
2. Enhance collective accountability and transparency, in Somalia, through the application of international and national good practice and standards.

- Facilitate the promotion and implementation of global, regional and national localisation commitments, through initiatives that enhance agency, voice and capacity of local and national NGOs in Somalia.

6. THE NGO CONSORTIUM'S APPROACHES

In view of the context in Somalia and emerging issues, the Consortium will embrace approaches that are deemed most effective of a collective voice for optimal results. These approaches will underpin all strategies and interventions and represent the “how” of doing business for the Somalia NGO Consortium. The approaches resulted from the strategic review in 2017.



Specific activities based on the approaches above include:

6.1 Peer Learning and Information Sharing

- Monthly Meetings* - the Consortium will hold a monthly meeting in Nairobi, Somaliland, Puntland, Mogadishu, Jubaland and South West State.
- Meeting Minutes* - minutes from the Consortium meetings will be disseminated to the membership via the respective Director/Deputy Director/Regional Coordinator(s); they will also be posted on 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 e.g. meeting minutes and statements/position papers. The information will be listed in the confidential member section of the website unless the information is public.

- *Informal Information Sharing* - this is between members and also between the Director/Deputy Director/Regional Coordinator(s) and members. Where information is sensitive, the Regional Coordinators 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).

6.2 Collective Advocacy/Strategic and Evidence-Based

- 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 based on the Consortium strategic themes and raise key issues deemed of potential interest of concern by the membership. Volunteerism and the active engagement of members are highly valued.
- *Research and Analysis* - the Consortium will identify key areas of research based on its strategic themes. Additionally, upon request of the membership, the Consortium will commission and/or facilitate research and analysis on thematic areas of interest and the subsequent production of research reports. Depending on capacity, the Consortium may undertake or hire a consultant to undertake the research on thematic areas of interest.
- *Advocacy Strategy/Annual Work Plan* - an annual Consortium Work Plan will be drafted in consultation with the Advocacy Working Group and the Steering Committee and with input/endorsement from the membership at the beginning of each calendar year. This Work Plan will identify expected activities and outputs with an associated timescale. The Annual Work Plan must speak to the strategic plans and 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 Coordinators 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 the 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).

6.3 Membership Engagement and Coordination

Membership engagement and 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, Consortium coordination (as defined here) enables the other activities and services provided by the Consortium.

- *Monthly Meetings* - there will be coordinated information sharing through monthly meetings of the Consortium.
- *Quarterly Meetings* - the Somalia NGO Consortium will hold senior management meetings on request to focus on policy and advocacy issues; Regional Coordinators and Field Officers will participate/provide input from their respective regions.
- *Bi-annual Survey of Members* - increase membership engagement through biannual surveys, to receive feedback on organisational performance and improvement.
- *Annual General Assembly with members and stakeholders* - this will be held on an annual basis, which will make important decisions regarding the organisation, inform the membership of previous and future activities and provide an opportunity for members to engage and ask questions regarding the directions the NGO Consortium will take in the future.
- *Ad Hoc Meetings* - the Somalia NGO Consortium will hold meetings on an ad hoc basis or as 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.

6.4 Representation and 'Voice' of NGO Community at Relevant Fora

- *Representation at Formal Coordination Mechanisms* - through the Director (or Deputy Director 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: Humanitarian Country Team (HCT), Somalia Humanitarian Fund (SHF) Advisory Board and Access Task Force.
- *Ad Hoc Meetings* - the Director, Deputy Director and/or Regional Coordinator(s) represent the Consortium before relevant stakeholders at ad hoc meetings.
- *Bi-lateral Representation* - on pre-agreed issues and positions, the Director, Deputy Director and/or Regional Coordinator(s) represents the Consortium before 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, 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.

- *Broad Consultation with Membership* - the Director, Deputy Director, Regional Coordinators, Regional Advisory Boards 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/Deputy Director/Regional Coordinators to function effectively representing the Consortium.
- *Representing Issues* - the Director, Deputy Director and Regional Coordinators 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.

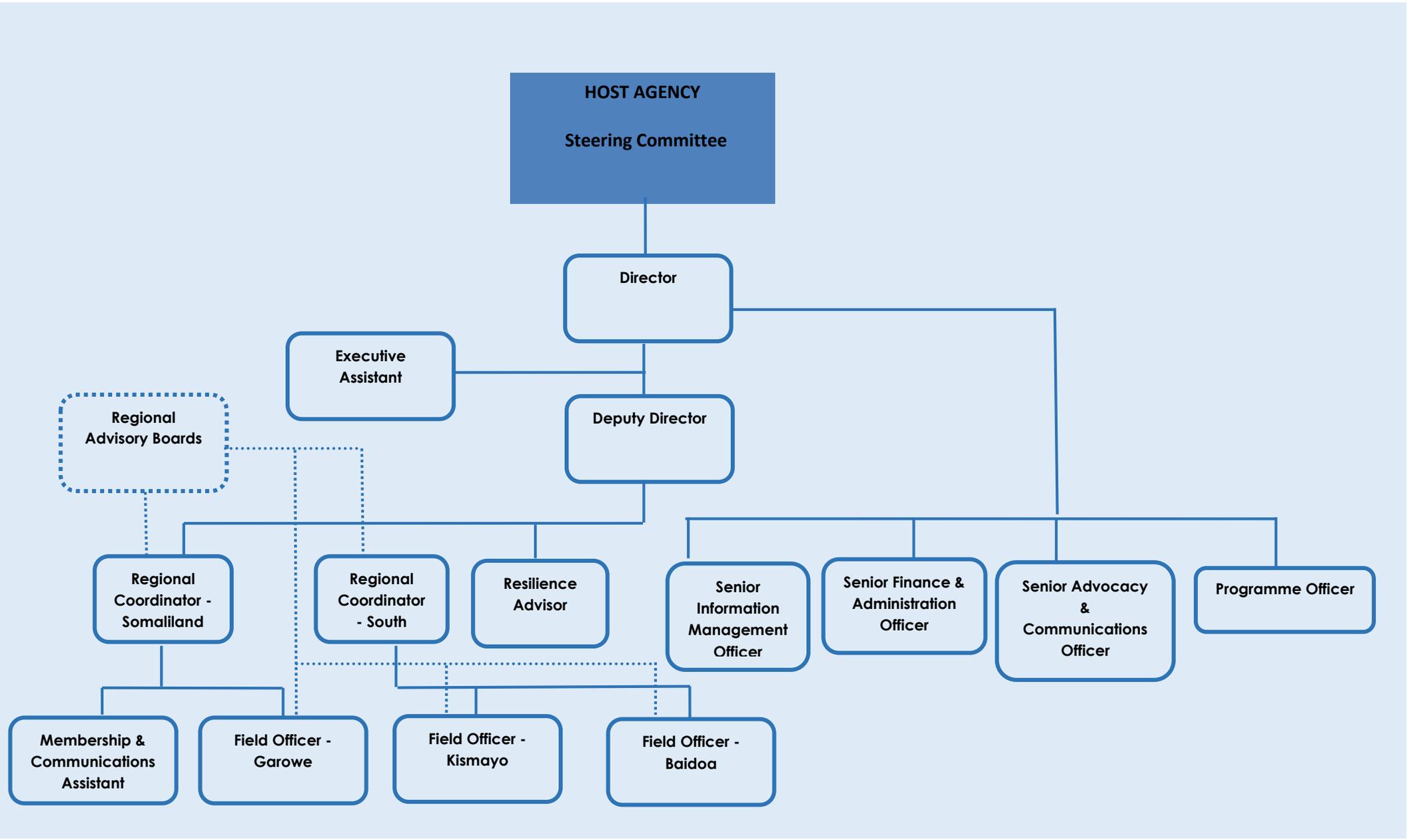
6.5 Other Consortium Services

- NGO vacancy listings
- Selected training on core skills, learning events and thematic workshops for NGOs¹ upon request by a majority of members and if sufficient funding is available
- Security coordination with principled security entities (such INSO Somalia) by ensuring that NGOs operating in Somalia receive relevant and efficient security support and preparation

7. THE STRUCTURE OF THE SOMALIA NGO CONSORTIUM

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

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.



7.1 Steering Committee

The role of the Steering Committee is to guide and oversee the work of the Somalia NGO Consortium Director. The Steering Committee also has an overview the Consortium activities. They maintain working contact with the Regional Advisory Boards. Elected from the membership, the Steering Committee represents the views of the wider Consortium and ensures that the Consortium Director fulfils his role of serving their membership. As an elected body, the Steering Committee is accountable to the membership through direct contact and participation in the monthly meetings and the General meetings (*See the annexed Steering Committee ToRs for more details*).

7.2 Host Agency

The host agency provides an administrative funding channel for the donor-supported positions or activities for the Consortium. The host agency acts as an employer to personnel funded by those grants. The host agency also provides HR and administrative support to personnel funded by membership fees. As such, the host agency is responsible for the associated legal liability.

The host agency has a permanent seat on the Steering Committee and Regional Advisory Boards. Where a host agency functions as the employer of the Director, Deputy Director and/or Regional Coordinator(s), they will take the lead for the associated line management and performance evaluation, but may request input from the Chair and other Steering Committee members.

7.3 Director

The Consortium Director is a full-time position. It is the responsibility of the Director to facilitate fulfilment of the mandate of the Somalia NGO Consortium, supporting the work of the international and national/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 Coordinator(s). 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 ensuring a strategic plan is in place for the NGO Consortium and drafting (in consultation with 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. As the lead representative of the Consortium, the Director is accountable to the membership.

7.4 Deputy Director

The Deputy Director is a full-time position and works hand in hand with the Director. The Deputy Director supports the Director in representing Consortium members before internal and external stakeholders at local, national and global levels. They also support the Director to fulfil the Mandate of the NGO Consortium and the process of developing and reviewing programme strategies, thematic plans and Annual Work Plans for the Consortium. They have a key role in ensuring professional proactive and reactive membership services in all the regions and provide coaching/mentoring support to all Regional Coordinators and Somalia based team members. The Somalia based staff are answerable to the Deputy Director.

7.5 Regional Coordinators

Regional Coordinators (RCs) are full-time staff who are accountable to the Consortium members. They are the main point of contact for their respective constituencies in the field and are supported by their Regional Advisory Boards where relevant and line managed by the Deputy Director. The Regional Coordinators will inform the development of the annual Consortium operational plan as well as developing annual Regional Coordinator work plans.

7.6 Regional Advisory Boards

Regional Advisory Boards advise and support the Regional Representatives. They are elected from the membership and are accountable to the members. Elections for these positions will be held locally. Advisory Boards regularly consult with the Steering Committee (*See the annexed Regional Advisory Boards ToR for more details*). The Steering Committee and Regional Advisory Boards are elected on an annual basis or when required by the membership. All full-time staff are renewable based on performance criteria overseen by the host agencies and the Steering Committee according to employment contracts.

7.7 Field Officers

Field Officers are full-time positions. With support from the Deputy Director and Regional Coordinators, the field officers represent members by providing high-level liaison, information and coordination services and act as the first point of contact for member organisations in regarding any region related issues.

8 MEMBERSHIP CRITERIA

8.1 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.

8.2 Membership Criteria

- International, national or local NGO (based on the above definition).
- Implementing programmes in Somalia, either directly or through partners.
- Signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.
- Committed to adhere to the Mandate and Strategy of the Somalia NGO Consortium and be *active* in their participation.
- Signatory to the Somalia NGO Consortium Mandate.
- A completed Somalia NGO Consortium membership application form.
- A copy of the most recent audit report.
- Provide a full profile of their organisation including budgets to the Consortium.
- Pay an annual membership fee.

8.3 Full Membership

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

8.4 Provisional Membership

Provisional membership is granted to organisations who do not fulfil all criteria listed above but intend to do so in the foreseeable future. Provisional members have full voting rights and access to all services of the Consortium as outlined above. They will be listed as members on the Consortium website. Should they not meet the criteria within two years of the calendar year, then their membership to the Consortium will be reconsidered. In addition to the membership criteria listed above, references from at least two existing NGO Consortium members will be required to fulfil the provisional membership criteria.

8.5 Observer Membership

A voluntary agency that wishes to participate in the NGO Consortium activities because of constitutional constraints or reasons of principle, cannot be associated with the views and/or positions adopted by the Consortium may apply for Observer status. 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.

8.6 Affiliate Membership

Affiliate membership is granted to civil society networks, academic and research institutes and provides a means to make better links between their work and the work of NGO Consortium members. Affiliate members receive full access to the website, documents and participation at meetings. They, however, do not have the right to vote or hold office.

8.7 Membership Fees – per calendar year

Membership Criteria	Description	Amount for International NGOs (USD)	Amount for National/Local NGOs (USD)
Full Membership	Agencies with annual budget over \$250,000	\$2,500	\$1,250
	Agencies with annual budget between \$50,000 - \$249,000	\$1,000	\$500
	Agencies with an annual budget less than \$50,000	\$300	\$150
Provisional Membership	Agencies with annual budget over \$250,000	\$2,500	\$1,250
	Agencies with annual budget between \$50,000 - \$249,000	\$1000	\$500
	Agencies with an annual budget less than \$50,000	\$300	\$150
Observer Membership	Agencies with annual budget over \$250,000	\$2,500	\$1,250
	Agencies with annual budget between \$50,000 - \$249,000	\$1000	\$500
	Agencies with an annual budget less than \$50,000	\$300	\$150
Affiliate Membership	Agencies with annual budget over \$250,000	\$2,500	\$1,250
	Agencies with annual budget between \$50,000 - \$249,000	\$1000	\$500
	Agencies with an annual budget less than \$50,000	\$300	\$150

Depending on the situation, organisations may be exempted from the above payments. This is to be done in consultation with the Steering Committee. Membership fees will be reviewed on an annual basis.

8.8 Payment Structure

- Fees become due from 1st January of every calendar year for all existing members. Additionally, the full amount of the membership fee is due irrespective of when the agency renews their membership during the year.
- For new member agencies wishing to apply to become a member for the first time during the year, a pro-rata rate applies.
- Umbrella bodies pay a single fee for a single membership.
- Fees must be paid to the central Somalia NGO Consortium account.

9 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.

9.1 Validation of New Members

Any NGO that meets the criteria for membership set out above may apply to the Consortium for membership (details available on www.somaliangoconsortium.org). 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. The Consortium may reject an application in consultation with the Steering Committee.

9.2 Membership Roles and Obligations

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. It is critical that members are able to appreciate the value and benefits that accrue to them as individual organisations by virtue of being part of the Consortium. It is also important for members to actively engage in Consortium activities.

9.3 Suspension or Expulsion of Members

9.3.1 In the unfortunate event that the behaviour or actions of an NGO contravenes the Mandate or policies and procedures of the NGO Consortium, 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.

9.3.2 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.

- 9.3.3 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 organisation is suspended for fraud by a recognized investigative body such as the UN Office of Internal Oversight Services (OIOS) or any other 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 organisation will be suspended from the Consortium membership or membership will be denied. The agency will not receive a refund of membership fees.
- 9.3.4 In the event that a member organisation is accused of fraudulent practices and/or an investigation is launched or if an organisation 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.
- 9.3.5 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 the Steering Committee who will vote on the matter. Support of 51% of the Steering Committee 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.

9.4 Mandate Review

A Mandate review can be requested by a minimum of 30% of the membership. Support by the Steering Committee and 51% of the membership will be required for validation of a new Mandate.

9.5 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.

9.6 Joint Operational Initiatives

Where members form a joint position on activities, a formal document must be drawn up in conjunction with the parties involved 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.

9.7 Financial Policies

Consortium Budget

A budget will be prepared annually by the Senior Finance & Administration Officer and Director, with input from the Deputy Director and Regional Coordinators as appropriate; and approved 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. 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.

9.8 Documentation & Reporting Procedures

The Director/Deputy Director/Regional Coordinators 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/Deputy Director/Regional Coordinators 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/Deputy Director/Regional Coordinators 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 upcoming 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 Coordinators 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.

Sign off Somalia NGO Consortium Mandate 2017

Agency Name: _____

Signature : _____

Date : _____

Company Stamp: _____