

Terms of Reference

Rational / Why have a GSAG

From a global perspective, the Logistics Cluster is a community of partners actively working to overcome logistics constraints, develop and share best practices and solutions. As indicated in the strategy 2016-2018, the Logistics Cluster stresses the importance of partnership: “the Logistics Cluster is built on partnership, and as such it strives to involve a diverse and representative group of humanitarian actors, on the global, regional and local levels, that steers its strategic direction, allowing true involvement and ownership by partner organisations.”

Where this partnership is essential for the Logistics Cluster, it also creates challenges:

- The Logistics Cluster is **growing** rapidly
- **Decision making** during the global meetings is becoming increasingly difficult with the high number of participants
- There is a growing interest in the work of the Logistics Cluster and a higher requirement for formalised input
- Being a community of partners, the Logistics Cluster is strongly relying on **shared ownership** which is in turn linked to **sharing the burden**

A rethinking of the governance structure of the Logistics Cluster was imminent.

Prior to establishing a GSAG or the TOR for a GSAG, a working group existing out of diverse partners in the Logistics Cluster examined the governance structures of the Nutrition Cluster, the WASH Cluster, the Shelter Cluster, the Health Cluster, The Early Recovery Cluster and the Food Security Cluster. Following extensive discussions, the following Terms of Reference for a Global Strategic Advisory Group for the Logistics Cluster is proposed.

Decision for a Global Strategic Advisory Group

In light of the growing interest and participation in the Logistics Cluster, combined with an increase in Logistic Cluster operations, the prerequisite of shared ownership and the need for a decisive, but transparent and representative governance structure, the community of partners gathered at the GLC meeting in Brussels from November 16th 2016 till November 18th 2016, agreed on the creation of a Global Strategic Advisory Group, (hereafter GSAG). As quoted from the minutes of the GLC Meeting in Brussels, the following recommendations were given:

“The identified need and initial proposal to establish a Strategic Advisory Group (SAG) for the Logistics Cluster came out of the Global Meeting (GLM) in London when partners showed a growing interest in ownership and achieving a greater influence in the strategic direction of the cluster. A working group was formed that began by researching strategic advisory mechanisms from other humanitarian clusters, using the results to inform initial discussions on the potential role and structure of the SAG for the Logistics Cluster. During the session, participants were divided into three groups to discuss different aspects of the development of a SAG; its scope, objectives and activities. The scope of the SAG should be focussed on longer-term strategic decision-making, promoting and implementing the strategy and representing a community of partners. Various options for membership of the SAG were discussed including basing it on organisations, not on individuals and a rotating membership for a specific period of time. The details are yet to be finalised however, participants suggested the voting process could be initially carried out at the next Global Logistics Cluster meeting to be held in 2017, and the SAG could be constituted of NGOs, UN agencies, one donor, WFP as lead agency, the Global Logistics Cluster Coordinator and a field Cluster Coordinator. The activities of the SAG should support the Global Logistics Cluster Support Team in identifying gaps and bottlenecks in policy, advocate for common solutions to issues and seek funding and resources. It would help to increase participation from organisations and ensure inclusion into the Logistics Cluster. Voting to endorse the SAG proposal was held, and participants agreed through a vote of 30 to 1 for a SAG to be established. Terms of Reference (ToRs) and activities will be developed by the Governance Working Group and shared with Logistics Cluster partners.”

1. Scope of the GSAG and the GSAG TOR

- 1.1. The GSAG will have at least quarterly meetings. Twice preceding or following the GLC meeting in a face to face constellation, twice at regular intervals in a face to face or remote constellation.
- 1.2. A meeting of the GSAG can always be called upon ad hoc by the GLC Coordinator or by a majority quorum of the GSAG voting members.
- 1.3. These TORs for the GSAG will be reviewed at the end of the first year of the GSAG activation and following that ad hoc following a qualified majority at the global meeting.
- 1.4. The TOR can only become valid upon endorsement by Global Cluster meeting by means of a majority vote. Until the TOR have been agreed, the previous TOR remain valid.
- 1.5. Candidates to become voting members of the GSAG are aware and agree to dedicate a minimum of 12 (excluding the days attending the bi-annual GLM's) working days to the GSAG and the promotion of the Logistics Cluster per year.

2. Objectives and mandate of the GSAG

- 2.1. The objective of the Global Logistics Cluster (GLC) Strategic Advisory Group (GSAG) is to provide strategic support and guidance to the GLC and facilitate accountability to its partners building in particular on the annual review of GLC performances.
- 2.2. The GSAG will represent the diversity of partners relying on the Logistics Cluster within the strategic management of the Logistics Cluster
- 2.3. The GSAG will, in its entirety as well as through its individual members, perform as ambassador of the Logistics Cluster towards different stakeholders to the Logistics Cluster. In this role, just like in any GSAG role, the members represent the Global Logistics Cluster Community and not their respective organisations.
- 2.4. The GSAG will liaise with other Global Clusters and Global Cluster SAGs to the benefit of the Logistics Cluster.
- 2.5. The GSAG will drive the implementation of the Strategy forward, promote and advocate on behalf of the Logistics Cluster with donors and other stakeholders within the International community.
- 2.6. The GSAG will be one party in the advisory process on the design of future multi-year strategies following the current 2016-2018 strategy.
- 2.7. The GSAG is mandated to represent the Logistics Cluster to the donor community, and to advocate for/otherwise resolve funding and financing constraints for Logistics Cluster Activities.
- 2.8. The GSAG will advise on GLC policies.
- 2.9. The GSAG will define strategic partnerships possibilities and contribute where possible in the sealing of such partnerships.
- 2.10. The GSAG can propose the establishment of Project Steering Groups to work on identified priorities.
- 2.11. The GLC Support Team will regularly report to the GSAG on budget needs and allocations and consult with the GSAG on major prioritization requirements. The GSAG will work closely with the GLC Support Team on the financial reporting to partners. The initiative for this reporting can be initiated by both the GLC Support Team as by the GSAG.
- 2.12. The GSAG will provide a regular and recurrent reporting of the activities of the GSAG to the GLC meeting informing the membership on the work and observations of the GSAG.
- 2.13. The GSAG will, to strengthen the surge capacity of the Logistics Cluster advocate for the deployment or secondment of additional staff capacity among all partners to the Logistics Cluster.
- 2.14. The GSAG will, to strengthen the surge capacity of the Logistics Cluster advocate with the donor community for the financial endorsement of the deployment or secondment of additional staff capacity from Logistics Cluster partners.

- 2.15. The GSAG will, driving forward an important aspect of the Logistics Cluster Strategy 2016-2018, encourage and promote the participation of local actors from regions where the Logistics Cluster has been most likely to be activated and work towards a methodology and proposal to include the above as active partners to the Logistics Cluster community of partners.
- 2.16. The GSAG will, in its role as representative of all Logistics Cluster partners, assist in the development and approval of agendas for the meetings of the Global Logistics Cluster.
- 2.17. The GSAG will oversee the implementation and progress in implementation of the annual workplan as presented during GLC meetings and ensures reporting on the GLC meetings.
- 2.18. The GSAG is responsible for advising the GLC Support Team in the planning and realisation of work and activities in the time between, and as a result of, GLC meetings and GSAG meetings
- 2.19. When not initiated by the GSAG, the GSAG can also be requested by the GLC Support Team for advice in certain aspects.
- 2.20. Notwithstanding the above, the GSAG will neither interfere nor involve itself in any active Logistics Cluster operations, and strictly limits itself to its elected mandate of advising and reporting to the GLC community of partners.

3. Election of the GSAG

- 3.1. The election of the GSAG is organised by the GLC Support Team during a GLC Meeting, following the following requirements:
 - 3.1.1. The regular elections are announced in the preceding GLC Meeting.
 - 3.1.2. In light of the endorsement, during the GLC Meeting in Brussels in the autumn of 2016, of the plan to instil a GSAG, the GLC Meeting in the spring of 2017 will hold the first GSAG elections.
 - 3.1.3. Voting takes place in the plenary of the GLC Meetings.
 - 3.1.4. The Logistics Cluster is informed at least 4 weeks prior to the GLC meeting on the vote and the exact voting question (this will not apply for 1st election in May 2017).
 - 3.1.5. There is no quorum required for a vote to be valid at the plenary of the GLC Meeting, a remote voting system can be elaborated by the GLC Support Team.
 - 3.1.6. A plurality voting system is foreseen whereby organisation representative would have more than 1 vote. **THE EXACT DETAILS WILL BE DEVELOPED OVER THE COMING 2 WEEKS AND EXPLAINED PARTNERS AT THE MAY 2017 GLM.** An organisation or organisational family can vote for the GSAG when it is a non-profit organisation which has clearly and publically endorsed the humanitarian principles. For-profit entities, not-for-profit entities and entities without direct and clear logistics activities in humanitarian response are to refrain from participating in the voting. If disagreement on the allocation of a vote for a certain actor takes place, the GSAG will decide by majority vote.
 - 3.1.7. Organisations not represented at the meeting can vote in advance in writing or at the same time of the vote using pre-identified communication tools (this will not apply for 1st election in May 2017 when only organisations represented at the Global meeting in May 2017 can vote).
 - 3.1.8. The vote is confidential and takes place in secret ballots.
 - 3.1.9. The election is decided on a relative majority within each group as defined in §5

4. Role and requirements of GSAG members

- 4.1. Every active participant to the GLC can stand for election on the condition the represented organisation has had an active participation to the GLC for at least 12 months prior to the election.
- 4.2. Membership of GSAG is a non-remunerated engagement. No advantages are provided nor can be accepted.
- 4.3. A GSAG member is representing the entire Logistics Cluster, as such strives for the best output for the Logistics Cluster and all its members. (i.e. the GSAG member does not represent the proper organisation)
- 4.4. There is no limitation to the number of times a Logistics Cluster partner can stand for election or for the number of times one can be elected within the GSAG.
- 4.5. Deputation of GSAG seats is only possible in limited cases as indicated below. GSAG members who are of the opinion they can no longer fulfil their role appropriately are to inform the other GSAG members in writing as soon as possible to ensure the efficiency of the GSAG.
- 4.6. Representatives of the LET partners or other representatives of for-profit partners cannot become a GSAG member.

5. Composition of the GSAG

- 5.1. The GSAG is composed of a GSAG eight members of which five are elected among the GLC partners (the other members being 1 from WFP as lead agency, the GLC Coordinator as Chair and 1 field Logs Cluster Coordinator as an observer)
- 5.2. Unless otherwise stipulated, a GSAG member is elected for a duration of 2 years.
- 5.3. For the purpose of ensuring a continuation, half of the electable seats of the first GSAG, to be elected in 2017, will be open for election in the following year.
- 5.4. **The lead agency representative**
 - 5.4.1. The lead agency of the GLC has one permanent seat on the GSAG.
 - 5.4.2. The lead agency of the GLC has full voting rights.
 - 5.4.3. The lead agency endorses the need for continuity in the GSAG and engages itself to appoint an appropriate representative for an extended duration of time, preferably two years.
- 5.5. **The representatives of the partners from Non-Governmental Humanitarian Organisations (NGO representation)**
 - 5.5.1. For the purpose of these TOR's "NGO representation" is here referring to national or international Non-Governmental Organisations with a humanitarian mandate, and also the International Federation of the Red Cross and Red Crescent (IFRC) its country representations as well as the International Committee of the Red Cross (ICRC).
 - 5.5.2. Three seats are allocated for NGO representation.
 - 5.5.3. The three NGO representatives have full voting rights.
 - 5.5.4. Where at the end of the first year one GSAG NGO representative vacates the seat, the two other NGO representatives vacate the seat at the end of year two.
 - 5.5.5. The NGO representatives cannot deputise their GSAG seat.
 - 5.5.6. In case the representative can no longer fulfil the engagement within the GSAG, the runner up in the last elections within the NGO representation ballot will take over the seat.
 - 5.5.7. In case the representative on the GSAG changes to another organisation, the representative vacates the seat for the runner-up.
 - 5.5.8. In case the runners-up are no longer available or no runners-up are available a new GSAG election will be announced, for that seat, or that seat as well when applicable.
- 5.6. **The representatives of the partners from Governmental Organisations (GO representation)**

- 5.6.1. For the purpose of these TOR's "GO representation" is here referring to International and Regional Inter-Governmental Agencies and Organisations, National Governmental Organisations and International Organisations.
- 5.6.2. Two seats are allocated to GO representation.
- 5.6.3. The two GO representatives have full voting rights.
- 5.6.4. On a rotating basis each year one GO representative will vacate the seat on the GSAG
- 5.6.5. The GO representatives cannot deputise the GSAG seat.
- 5.6.6. In case the representative can no longer fulfil the engagement within the GSAG, the runner up in the last elections within the GO representation ballot will take over the seat.
- 5.6.7. In case the representative on the GSAG changes to another organisation, the representative vacates the seat for the runner-up.
- 5.6.8. In case the runners-up are no longer available or no runners-up are available a new GSAG election will be announced for that seat, or that seat as well when applicable.
- 5.7. The Field Logistics Cluster Coordinator representative (FLCC representation)**
 - 5.7.1. To obtain the crucial link between the GLC community of partners and the field level, the GSAG will include a representation of the latter.
 - 5.7.2. One seat is allocated to FLCC representation
 - 5.7.3. FLCC representative has observer rights and no voting rights.
 - 5.7.4. The FLCC representation will be elected among the Field Logistics Cluster Coordinators as organised by the GLC Support Team.
 - 5.7.5. The FLCC representative can deputise the seat to another Field Logistics Cluster Coordinator upon approval (per email) of a majority of the Field Logistics Cluster Coordinator.
- 5.8. The Chair of the GSAG (Chair)**
 - 5.8.1. The Chair of the GSAG is fixed and not up for election
 - 5.8.2. The GLC Coordinator performs as Chair of the GSAG
 - 5.8.3. The Chair function can only be deputised to the Deputy GLC Coordinator.
 - 5.8.4. The Chair of the GSAG only has a vote when there is a tie between the GSAG voting members and a casting vote is required.
 - 5.8.5. The GSAG chair is responsible for:
 - a) The timely and effective distribution of GSAG meeting minutes and information related to GSAG or of interest to GSAG.
 - b) The timely invitation and planning of GSAG meetings and phone calls,
 - c) The facilitation and organisation of GSAG meeting as far as other GSAG members are not providing this support
 - d) Facilitating the documentation of discussions and decision making of GSAG meetings

	Number	Elected Seat	Electing body	Voting rights
Chair	One	No, fixed for the GLC Coordinator	Not applicable	Tie breaker vote
Non-Governmental Organisations	three	Yes, rotating one or two seats are vacated at each regular election	GLC Meeting	Yes
Governmental Organisations	two	Yes, on a rotating basis one of both seats is vacated for each regular election.	GLC Meeting	yes
Field Logistics Cluster Coordinator	one	Yes, among the Field Logistics Cluster Coordinators, as organised in	Vote between the field logistics cluster	No, observer

		agreement between the latter and the GLC Support Team.	coordinators by a simple majority.		
Lead representation	Agency	One	No	Appointed by the lead agency for a longer duration, preferably 2 years	Yes

6. Voting within the GSAG

- 6.1. The GSAG aims to obtain unanimity in its decisions. As last resort the GSAG can decide to put a matter up for voting
- 6.2. The voting rights of the GSAG members are defined under §5.
- 6.3. There is a minimum quorum of 50%+1 for a valid vote within the GSAG to take place.
- 6.4. The GSAG can decide with a majority of the votes to request a vote from the GLC Meeting. The GSAG will agree by majority on the question to be voted upon.