



CONSORTIUM AGREEMENT for the ENHANCED LIVELIHOODS In the MANDERA TRIANGLE (ELMT) PROGRAM

This ELMT Consortium agreement is made on _____, 2008, between the following organizations:

- CARE Somalia
- CARE Kenya
- CARE Ethiopia
- SAVE the CHILDREN-UK
- SAVE the CHILDREN-US
- Vétérinaires Sans Frontières - Suisse

ELMT aims to increase the self-reliance and resiliency of the target population through improved livelihoods in drought prone pastoral areas of the Mandera Triangle.

This will be achieved by three key strategies:

1. **Consolidate the evidence base** from consortium members experience, other organizations and development thinking to understand best practice;
2. **Scale up** best practice from the evidence base by extending activities, leveraging additional funds and influencing other stakeholders;
3. To develop **policy and roadmaps** to feed into the ongoing range of policy initiatives in the Horn of Africa and guide investment in the region in the future.

These three strategies will be applied to the six results of the ELMT:

1. Livestock based livelihoods protected in the event of an emergency;
2. Livelihoods enhanced by improved livestock production, health, and marketing;
3. Natural resource management enhanced;
4. Livelihoods enhanced by strengthened alternative and complementary livelihood strategies;
5. Strengthened capacity of customary institutions in peace building, civil governance and conflict mitigation;
6. Pastoralist area 'voice' in dry land policy formulation and implementation strengthened at all levels.

This agreement outlines the working principles and values for the implementation of the Program as outlined in the final technical and cost proposals approved by USAID. This agreement has no contractual implications, and all contractual obligations are outlined in the sub-grant agreements.

The above-named organizations agree to the following provisions:



1. ELMT Consortium

- 1.1 The **ELMT Consortium** is made up of **six Consortium members** and a number of **sub-grantees**. The Consortium will also be supported by **resource agencies** as necessary.
- 1.2 CARE Somalia is the **Consortium lead** for the ELMT Cooperative Agreement and, as such, the Chief of Party (CoP) will be the designated interlocutor representing the ELMT Consortium to USAID and other donors.
- 1.3 A **Regional Coordination Unit (RCU)**, headed by the Chief of Party (CoP), has been created to administer and coordinate ELMT, as well as to promote program quality, facilitate regional-level networking, and promote shared-learning throughout the ELMT Consortium.
- 1.4 All Consortium members will retain direct **administrative responsibilities** over activities and budgets outlined in their sub-grant agreements and further clarified in their *approved* Detailed Implementation Plans (DIPs).
- 1.5 **Technical Working Groups (TWGs)** have been created to identify, verify (where necessary), promote and scale-up best practices *across the Consortium (and Manderla Triangle)* to ensure quality programming in six key thematic areas. Each consortium member will lead one TWG and also engage a **Technical Advisor**, (to be approved by the RCU), with relevant skills and experiences to ensure its effective functioning.
- 1.6 The **Regional Technical Advisor** will (in close collaboration with the RCU) support the Technical Advisors and Technical Working Groups promote, take to scale and document best practice with a view to informing and positively influencing pastoral policy in Ethiopia, Kenya and Somalia.

2. Roles and Responsibilities of the RCU

2.1 *Donor relations:*

- 2.1.1 Liaise with the regional office of USAID (The Consortium members may have a direct relationship with the USAID Country Missions on country specific issues as long as the RCU is copied on correspondence and is informed of the outcome of discussions);
- 2.1.2 Provide activity and financial reports to USAID;
- 2.1.3 Communicate and co-ordinate requests from USAID to Consortium members;

2.2 *ELMT Consortium Management:*

- 2.2.1 Provide strategic leadership and guidance to the ELMT Consortium;
- 2.2.2 Support the functioning of the Technical Working Groups;
- 2.2.3 Promote compliance with sub-grant agreements and manage for financial risk;
- 2.2.4 Oversee the use of USAID branding and marketing strategy and ELMT logos;
- 2.2.5 Coordinate periodic (semi-annual) meetings for Consortium;
- 2.2.6 Harmonize monitoring and evaluation approaches;
- 2.2.7 Collect, store and share ELMT documentation;
- 2.2.8 Provide uniform communication and public relations documents for distribution;
- 2.2.9 Ensure the protection of intellectual property rights.

2.3 *Representation of Consortium:*

- 2.3.1 Coordinate with RELPA partners and other stakeholders;
- 2.3.2 Undertake regional-level networking on behalf of ELMT;
- 2.3.3 Attend conferences and workshops on behalf of ELMT, as appropriate;
- 2.3.4 Communicate with the media on overall ELMT activities and outputs;
- 2.3.5 Lead and support leveraging of additional funds for ELMT.

3. Roles and Responsibilities of Consortium Members

Contribute to ELMT goal and objectives and implement activities as outlined in approved DIPs;
Ensure co-ordination and complementarity of activities with other Consortium members;

Collaborate with RELPA partners where appropriate;
Promote best practice and quality programming among sub-grantees and other Consortium members and ensure compliance with ELMT sub grant guidelines;

Ensure proper guidance and productive functioning of TWGs;

Provide sufficient and timely information to the RCU to enable it to carry out its roles and responsibilities, particularly to:

3.6.1 Represent the ELMT Consortium;

3.6.2 Report to the donor;

3.6.3 Demonstrate program achievements;

3.6.4 Ensure the program is achieving objectives, using and scaling-up best practices, and documenting and sharing experiences.

Ensure proper financial risk management and conduct audits per schedules;

Assist in the organization and successful implementation of ELMT meetings;

Communicate any change of key personnel or senior staff to the RCU;

Monitor early warning reports, ensure contingency plans are updated and be prepared to implement appropriate livestock-based, 'livelihood protection' interventions in operational areas and beyond according to available funds.

4. Roles and responsibilities of the technical working groups

4.1 Purpose

The purpose of the technical working groups is to promote technically sound and innovative activities in within ELMT.

The responsibilities of the technical working groups may include:

4.1.1 Defines the membership of the technical working group from consortium members, sub grantees and other stakeholders;

4.1.2 Ensure collaboration and cross learning between TWGs

4.2 Consolidate the evidence base

4.2.1 Collate and disseminate relevant existing documents and materials related to best-practice in the thematic area, focusing on best-practice in the specific geographical areas of ELMT operation. Documents may include published guidelines, how-to-do-it guides, national or international standards and guidelines, or other materials. The TWG in a particular thematic area will recommend state of the art best practice.

4.2.2 Provide an overview document of best practice as it relates to ELMT and provide to other implementing partners to encourage them to adopt the evidence base.

4.3 Taking to scale

4.3.1 For each ELMT partner conducting activities in the thematic area, review the proposed activities with reference to the best-practice identified under 1 above. Where necessary and in coordination with the RCU, work with partners to refine activities accordingly. The process of refining activities may require short training courses, workshops or other events to raise awareness among ELMT partners.

4.3.2 Where resources allow organise visits, exchange visits, training, e-conferences to enhance shared learning or propose other forms/modalities.

4.4 Developing policy briefs:

4.4.1 To contribute to priority policy areas or questions which ELMT can influence during a two-year time frame and provide recommendations.

4.5 Reviewing and documenting ELMT experience

- 4.5.1 Document lessons learnt in the specific technical area;
- 4.5.2 Provide input into reviews of the ELMT program in the specific technical area.

4.6 Suggested outputs:

- 4.6.1 Best practice document;
- 4.6.2 Scaling up guidance/recommendations;
- 4.6.3 Policy briefs and recommendations;
- 4.6.4 Document of lessons learned.

5. Roles and responsibilities of the Technical Advisors

- 5.1 The technical advisor leads the technical working group and ensures the technical working group have clear terms of reference and annual work plans;
- 5.2 The Technical Advisor also:
 - 5.2.1 Ensures that minutes of TWG meetings are taken and distributed among members including to the RCU and PMs;
 - 5.2.2 Ensures that the cross cutting themes of gender, conflict sensitivity, environment, leverage, scale up, cross border approach are addressed in the technical areas;
 - 5.2.3 Represents ELMT in workshops, meetings in technical areas as appropriate.

6. Joint Roles and Responsibilities of the RCU and Consortium Members:

The RCU and Consortium members will:

- 6.1 Work collaboratively to ensure the impact and sustainability of the ELMT program;
- 6.2 Represent their constituencies and sub-grantees appropriately and effectively;
- 6.3 Promote understanding of, and respect for, the rights of the communities living in pastoral areas;
- 6.4 Promote and Integrate the following cross-cutting themes in all ELMT work:
 - 6.4.1 Innovation ('thinking outside the box');
 - 6.4.2 Respect for 'local' (traditional) knowledge and customary institutions;
 - 6.4.3 Collaboration with other development actors;
 - 6.4.4 Cross-border, trans-boundary and regional perspectives;
 - 6.4.5 Social and gender equity;
 - 6.4.6 Environmental awareness;
 - 6.4.7 Conflict sensitivity.
- 6.5 Provide regular and clear communications on program issues;
- 6.6 Acknowledge individual and collective achievements of Consortium members and sub grantees;
- 6.7 Employ the USAID, ELMT/ELSE and partners' logos on all reports, presentations and official correspondence related to ELMT activities.

7. Shared Values

The RCU and Consortium members will observe and promote the following values:

- 7.1 Commitment

- 7.2 Team work
- 7.3 Contribute at all times to the success of the program as a whole;
- 7.4 Transparency;
- 7.5 Accountability (upward and downward);
- 7.6 Economy (in the use of funds);
- 7.7 Integrity;
- 7.8 Sharing;
- 7.9 Collaboration;
- 7.10 Openness to constructive criticism and learning.

8. Confidentiality

The ELMT Consortium members, including their employees, agents and sub-grantees, shall treat any information regarding other Consortium members, sub-grantees, clients and/or associates as confidential and shall not make such information known outside the Consortium, unless it is necessary or desirable in connection with their activities or standard reporting, and/or they have obtained written consent from the respective Consortium member(s).

9. Intellectual Property

- 9.1 Intellectual property rights are defined as the original expression of ideas, concepts or information that have been generated and acquired during the course of the ELMT Program. All rights rest with USAID, although Consortium members can publish studies, reports or other communications with acknowledgement of the financial support of USAID, and while also noting that the opinions expressed therein are those of the author(s) and not necessarily shared by USAID.
- 9.2 For ELMT program related publications, Consortium members shall give advance notice of publication plans to the RCU and Consortium members via email correspondence. Any concerns or objections related to the publications will be discussed between consortium members, and issues not resolved shall be forwarded to the RCU for final decision.
- 9.3 For ELMT program related publications, Consortium members will acknowledge contributions by other Consortium members, sub-grantees and resource agencies and also include reference to all ELMT Consortium members and include their logos.

10. General Clauses

- 10.1 This Agreement may be amended as necessary to reflect future strategic developments that may occur during project implementation or following contractual revisions with USAID. The Agreement will be amended in writing by common agreement between the Consortium members.
- 10.2 One Consortium member shall not assign, sublet, contract all or any part of their liability, obligation or benefit arising from this Agreement, without prior consent from the RCU and other Consortium members.

For Consortium member: _____

Name: _____

Signature: _____