

# The Risk Sharing Platform: A Community of Practice

## Governance, Structure & Terms of Reference

### Background

Starting in 2018, the International Committee of the Red Cross (ICRC) and the Netherlands worked closely together to foster a dialogue on risk sharing in the framework of the Grand Bargain. This dialogue included a series of consultations and background publications, leading in January 2021 to a global level expert meeting on risk sharing facilitated by the Clingendael Academy. Based on the meeting outcomes, a “Statement on Risk Sharing” was proposed at the Grand Bargain annual meeting, in June 2021. The statement’s broad support revealed a growing demand for solutions that ensure approaches to managing risk facilitate and allow for more principled, effective and timely humanitarian responses that meet the needs of communities affected by crisis and conflict. In order to continue the discussion on risk, under Grand Bargain 2.0, the Netherlands, ICRC and InterAction established a Risk Sharing Platform to improve shared understanding of the impact of current risk management practices and to develop an approach to help organisations engage on the issue, that became the Risk Sharing Framework.

Since the conclusion of Grand Bargain 2.0, many signatories have embarked on piloting of risk sharing initiatives, with multiple actors using the Risk Sharing Framework individually and in collaboration with other organisations to inform their approach, both inside and outside the Grand Bargain. Moving into Grand Bargain 3.0, progress on risk sharing is seen as a unique cross-cutting objective needed to unlock progress on multiple other objectives. As a result of this emphasis, it is necessary to consider how technical practice in operational pilots can be shared between organisations and linked to the policy discourse more broadly, both within and outside the Grand Bargain. This need provided the reasoning for transitioning the Risk Sharing Platform to a more sustainable Community of Practice (CoP) to run through until the end of Grand Bargain 3.0 in late 2026.

### Purpose & Objective of the Community of Practice

The purpose of the CoP is to:

*Provide and share technical inputs on the issue of risk sharing, to inform a shared understanding among signatories and other stakeholders of risk sharing challenges and advocate for the uptake of promising approaches.*

The objective of the CoP is to:

*Contribute to more effective humanitarian responses through a greater understanding and integration of risk sharing approaches in partnerships between donors, intermediaries and direct implementing organisations.*

The CoP will pursue this objective through a focus on the following outcomes:

1. *Increased ability of signatories and other stakeholders to pilot risk sharing within and outside the context of the Grand Bargain*

2. *Increased coordination of signatories and other stakeholders advocating for improved risk sharing in partnerships to support Grand Bargain objectives and responses more broadly*

To achieve these outcomes, the CoP will focus on the following outputs:

- 1.1 *Improving signatories understanding of key risks sharing principles*
- 1.2 *Increasing signatories knowledge of different approaches piloted by peer organisations*
- 2.1 *Increased coordination regarding risk sharing with other CoPs and Caucuses*
- 2.2 *Improved harmonisation, timing and collective external messaging on risk sharing*

It is expected that these outputs will be delivered via activities proposed, coordinated by and delivered by the members of the CoP.

## Membership of the Community of Practice

The CoP is established under the auspices of the Grand Bargain. As such, in line with the GB Secretariat's guidelines for establishing CoPs, membership of the CoP is open to all Grand Bargain signatories. However, recognising the broader implications of risk sharing on humanitarian action and the limiting effect of GB membership, particularly for local and national actors (LNAs), membership of the risk sharing CoP will also be granted to prospective non-signatory actors subject to an approval by the CoP chairs, where they assess that the prospective member may add value to the work of the CoP. Membership for signatory and non-signatory members is applied and granted for the duration of the respective calendar year 1<sup>st</sup> January – 31<sup>st</sup> December, upon which time, the Chairs of the CoP will initiate a process to renew membership of the CoP. This renewal process is intended to ensure that signatory members still wish to engage with the CoP for a further year, that non-signatory members still wish to engage and can continue to add value to the work of the CoP and to ensure that there is an obvious 'sunset' moment to wind up the work of the CoP should it be required. *For the purposes of continuity, membership will be granted automatically to non-signatory organisations who previously collaborated with the Risk Sharing Platform for the 2024 calendar year.*

## Governance of the Community of Practice

The CoP is intended to be self-governing by the members on the basis of peer-to-peer engagement. With this in mind, the CoP will rely on the following two structures:

### Rotating Co-Chairs:

For the purposes of leading the work of the CoP (for example, chairing regular virtual meetings, taking day-to-day decisions related to ongoing activities, speaking on behalf of the CoP where necessary, etc.) the CoP is led by two Co-Chairs. Terms of Reference established as part of this governance structure provide the basis for the Co-Chairs work. The Co-Chairs are each elected by the membership for a period of 6 months, from January to June and then July to December each year. For the purposes of maintaining balance between different constituencies of membership, the first Co-Chair is elected from Donor, UN agency and ICRC members of the CoP, while the second Co-Chair is elected from among INGO, NNGO and Red Cross organisations. CoP members vote for one co-chair candidate only, according to their organisation type. Outgoing Co-Chairs are responsible for initiating the process of selecting new Co-Chairs with the support of the CoP's Secretariat. *For the purposes of continuity, the Co-*

*Chairs of the CoP for its initial period until the end of December 2024 while it is being established will be ICRC and Interaction*

## Secretariat function for the Community of Practice

It is recognised from the experience of the Risk Sharing Platform that there is an inevitable administrative burden involved with effectively maintaining such a set-up. With this in mind, the CoP is envisaged to have a secretariat function provided by one of the members. The secretariat is expected to provide an element of day-to-day administrative and coordinating support to the CoP, within the resources they have available, the parameters of the Secretariat's agreed Terms of Reference and under the guidance of the Co-Chairs for a period of normally no less than 12 months. *For the purposes of continuity, this secretariat function will be initially provided by Interaction, with any subsequent need for change to this arrangement to be raised by Interaction with the Co-Chairs in place at the appropriate time for their decision and action on any change.*

## Meeting modalities, timings and frequency

The CoP will meet virtually via Microsoft Teams or Zoom. Meetings will wherever possible be held at a time that is within the normal working hours of the maximum number of CoP members possible. Meetings will be held on a monthly basis, or as deemed necessary by the Co-Chairs, depending on the needs and demands of the workplan and calendar. Invitations will be sent in advance by the CoP Secretariat, containing an agenda and the link for the meeting.

## Community of Practice workplans

The workplan for the CoP will be developed in draft by the secretariat within the parameters of the objectives of the COP and under the guidance of the Co-Chairs, prior to circulation for comment and input by the membership. Co-Chairs will seek strong consensus from the members during discussion of the draft workplan and make necessary adjustments, prior to validating a final version of the workplan. Workplan durations will be for a maximum of 12 months and may be reasonably reviewed and adjusted by Co-Chairs as the year progresses.

## Products of the Community of Practice

Should products or statements be produced and made publicly available, they will be cited as being from the 'Risk Sharing Platform' with membership organisations acknowledged, but with the proviso that any statements therein do not necessarily indicate organisational positions on particular issues.

## Terms of Reference for roles within the Community of Practice

Outline Terms of Reference for the following roles and functions are provided as Annexes to this document:

1. CoP Co-Chair
2. CoP Secretariat
3. CoP Member

# Annex 1 – Terms of Reference for Co-Chairs

## Overview

The Risk Sharing Community of Practice is an informal space for organisations to come together as CoP members, with a view to improving understand and integration of risk sharing approaches within humanitarian responses. Rotating Co-Chairs are required to provide peer-based leadership within the CoP where necessary.

## Responsibilities

The Co-Chair has the following responsibilities:

- Leading the work of the CoP in conjunction and collaboration with the other Co-Chair
- Supporting the CoP secretariat with guidance on the necessary coordination required
- Coordinating with other Grand Bargain CoPs, caucuses and groups as required
- Representing the CoP externally to share lessons and key messages as required

## Tasks

The Co-Chair's tasks may include the following:

- Discussing and agreeing agendas for meetings with other Co-Chair and CoP Secretariat
- Reviewing and adjusting workplan with other CO-Chair and Secretariat
- Chairing meetings in conjunction or in agreement with other Co-Chair
- Conducting final review and sign off of finished products together with other Co-Chair
- Conducting briefings for Grand Bargain and/or other external audiences
- Support the election of replacement Co-Chairs at the end of their tenure

## Requirements for candidates

Individuals put forward for Co-Chair roles must meet the following general requirements:

- Have or be prepared to quickly acquire a working knowledge of risk sharing practices
- Be an individual staff member of a CoP member organisation
- Have the internal authority/agreement/approval of their organisation to take up the role
- Be prepared to work in a collaborative and equal partnership with another Co-Chair
- Be able to commit to a tenure of six months in the role

Furthermore, individuals put forward for Co-Chair roles must meet the following criteria:

- Co-Chair 1: Must be drawn from INGO, NNGO and National Red Cross organisations
- Co-Chair 2: Must be drawn from Donor, UN, ICRC and IFRC members

## Annex 2 – Terms of Reference for CoP Secretariat

### Overview

The Risk Sharing Community of Practice is an informal space for organisations to come together as CoP members, with a view to improving understand and integration of risk sharing approaches within humanitarian responses. A limited secretariat function is necessary to support administration and coordination of the CoP.

### Responsibilities

The Secretariat has the following responsibilities:

- Supporting coordination with the Grand Bargain secretariat
- Providing the CoP Co-Chairs with administrative and coordination support
- Maintaining necessary information sharing structures in support of the CoP
- Ensuring a level of continuity to the running of the CoP as rotating Co-Chairs change
- Representing the CoP externally on behalf of Co-Chairs as required

### Tasks

The Co-Chair's tasks may include the following:

- Supporting discussion and confirmation of agendas for meetings with Co-Chair
- Supporting review and adjustment of workplan with Co-Chairs
- Finalising and circulating meeting invitations, agendas, materials, etc.
- Coordinating preparation, circulation and archiving of meeting minutes, etc.
- Coordinating document review processes for products worked on by CoP members
- Administering the CoP google drive, inc. uploading documents issuing user rights, etc.
- Chairing and/or attending meetings in the absence of the Co-Chairs
- Support the process of election of replacement Co-Chairs every six months

### Requirements for Secretariat organisation

Organisations put forward for the secretariat role must meet the following general requirements:

- Be a CoP member organisation
- Have nominated staff with a working knowledge of risk sharing practices
- Have at least one nominated staff member who can be assigned to support the function
- Have the internal authority/agreement/approval of their organisation to take up the role
- Be prepared to work in a collaborative and equal partnership with two Co-Chair
- Be able to commit to a tenure of minimum 12 months in the role

## Annex 3 – Terms of Reference for CoP Members

### Overview

The Risk Sharing Community of Practice is an informal space for organisations to come together as CoP members, with a view to improving understand and integration of risk sharing approaches within humanitarian responses. The success of the CoP depends largely on the make up and performance of its members

### Responsibilities

Members of the CoP have the following responsibilities:

- Contributing to the work of the CoP under the guidance of the Co-Chairs
- Supporting the CoP's work through advocacy on behalf of or independently of the CoP
- Enabling the CoP's work through engagement in CoP elections and other processes

Members tasks may include the following:

- Attending regular CoP meetings in an engaged and interactive manner
- Sharing lessons learned, verbally in meetings or as documents for benefit of members
- Providing substantive inputs to documents and other products under review
- Inputting to workplans, agenda items, etc. for work of CoP
- Voting for CoP Co-Chair representative

### Requirements for members

Individuals put forward for membership must meet the following general requirements:

- Have or be prepared to quickly acquire a working knowledge of risk sharing practices
- Commit to attending and actively engaging in monthly meetings for the calendar year
- Be prepared to work in a collaborative manner with other members

Furthermore, individuals from organisations not signatory to the Grand Bargain must:

- Be able to demonstrate that their membership would add value to the work of the CoP
- Have the endorsement of both Co-Chairs of the CoP