



# GPPAC Updated Charter



A Network of People  
Building Peace

*\* This version of the Charter was approved by the GPPAC International Steering Group in November 2022*

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# I. VISION, MISSION AND FUNCTIONS

## I.1 Vision

1. The Global Partnership for the Prevention of Armed Conflict calls for a fundamental change in dealing with violent conflict: a shift from reaction to prevention, as an approach that will save lives, and prove more effective and less destructive. The Global Partnership seeks a world in which people and governments elect peaceful means, rather than armed conflict, to achieve greater justice, sustainable development, and human security.

## I.2 Guiding Principles and Values

2. The participants in the GPPAC process are committed to the following Guiding Principles and Values and believe they are of central importance for promoting sustainable peace and justice and endeavour to fulfil them in their practice.

3. **Achieving just peace by peaceful means.** We are committed to preventing violent conflict to the fullest extent possible by all peaceful means. We need to continue to strengthen our proactive, nonviolent and cooperative methods of peaceful engagement in response to emerging tensions and crises. Prevention and peacebuilding initiatives should contribute to achieving justice in multiple dimensions, including restorative, distributive, gender, social and environmental justice. These values are at the heart of our ethical and political standards of action. We should continually engage in critical examination of how our own policies, practices and programs contribute to fulfilling human rights and dignity.

4. **Primacy of local participation and ownership.** Sustainable peace can emerge when people affected by conflict feel that the peace process is their own and not externally imposed. We believe that strategies and initiatives to address conflict should generally be locally derived and internationally supported. Foreign governments, multilateral institutions and international NGOs can help by creating spaces, providing resources and supporting inclusive processes. They should build on capacities that exist, not duplicate or displace locally developed initiatives. To fully realize this goal, we need to address disparities in power and resources that affect our relationships and peacebuilding work.

5. **Diversity, inclusiveness and equality.** We recognise the value inherent in diversity and pluralism and believe that differences can be a source of strength. We recognise that gender equality is a cornerstone for sustainable peace and justice. We work to create inclusive, diverse and vibrant civil societies— emphasizing the special needs and rights of vulnerable groups—through the promotion of respect and inclusiveness and by taking action to increase equality of opportunity and of resources. We aim for empowerment of all those who experience political, economic and social marginalization by supporting the development of capacities at the individual and organisational level, including through local and regional civic networks. Through capacity building and participation, we aim to strengthen inclusive societal processes for democratization and equality.

6. **Multilateralism.** Fulfilling an expanded vision of human security can only be achieved on the basis of a truly cooperative endeavour. We believe that CSOs have an important role to play in an expanded conception of multilateralism. Major global problems are often best addressed through coordinated efforts and policies developed collectively through multilateral institutions. In many parts of the world, regional institutions and networks offer expanded opportunities for strengthening cooperative responses to common concerns. We aim to strengthen the role of CSOs in global and regional organisations.

7. **Sustainability.** Addressing the causes and consequences of conflict requires sustained efforts. We commit to the long-term goal of transforming the conditions that give rise to conflict and the relationships that have been

damaged by it. Our actions should be rooted in strategies that move toward medium- to long-term goals. We aim to ensure that the time frames implicit in our planning and actions are appropriate. Our strategies should help to foster social change that addresses structural and relationship challenges generating systemic conflict and to move the situation toward a desired future.

8. **Dialogue.** We promote dialogue as a principal method to respond to conflict and prevent violence at all levels of society, especially when it engages all parties. Dialogue fosters participatory processes for common learning and building of capacity to work with conflict constructively. Leadership should emerge out of and operate through dialogue, rather than the capacity to use violence.

9. **Accountability.** As the power and influence of CSOs grows so does our obligation to be accountable, especially to the communities in which we work. This is reflected in what we do, how and why we do it, and the ways we manage the resources that are entrusted to us. We recognise the importance of developing norms as well as the practice of accountability at all levels and within all institutional settings.

10. **Transparency.** We are committed to working transparently, including in our financial dealings. Unless otherwise disclosed, we act independently of political parties, donors, or commercial companies for the interest of developing peace within and between societies. If we have a specific set of interests or allegiances, we will declare them and acknowledge how they affect our priorities and working methods.

11. **Learning from practice.** We must aim to be reflective practitioners: aware of our role, mandate and contribution at every stage. We need to reflect upon and examine the lessons we are learning from our work and to critically assess how we learn them. We must work closely with partners to jointly develop participatory, inclusive and just processes for planning, decision-making and evaluating our initiatives. Evaluation and strategic learning are essential for developing accountability. We have a responsibility to share our learning with others who may face similar challenges in the future.

12. **Conflict sensitivity.** We pursue a conflict-sensitive approach to our work. We regard conflict sensitivity to be the ability to understand the context in which we operate and comprehend the interaction between any intervention and that context. Acting upon this knowledge, we seek to minimise negative impacts and maximise positive impacts on conflict. To minimise negative impacts means to “do no harm.” This is realized by ensuring our programmes and projects do not negatively impact peacebuilding and conflict efforts of the network, including promoting inclusivity and working with various actors on peacebuilding.

13. **Climate sensitivity.** We invest in highlighting the importance of environmental sustainability and the impact of climate change while pursuing conflict prevention efforts. This means that we aim to integrate a sustainable approach to our daily work and take local environmental challenges into account in new project development, while finding innovative and sustainable solutions.

### I.3 Mission

14. The Global Partnership for the Prevention of Armed Conflict (GPPAC) is building a new international consensus and enabling joint action to prevent violent conflict and promote peacebuilding, based on regional and global action agendas. GPPAC is a global network of civil society organisations committed to act to prevent the escalation of conflict into violence, at national, regional and global levels. It aims to build a multi-stakeholder partnership including civil society, governments, regional organisations and the United Nations.

### I.4 Primary Function

GPPAC's primary function is strengthening members' conflict prevention and peacebuilding practice by facilitating collective action; and learning, advice and exchange of knowledge and experience between them, both regional and cross-regional. The purpose of this is to

- Grow GPPAC as a knowledge hub for action on conflict prevention and peacebuilding for both civil society and other stakeholders; with models for different types of civil intervention
- Create ever greater impact on the ground
- Influence policy, including by creating visibility for local peacebuilding expertise
- Nurture and grow spaces for solidarity and support between members

The bodies where this learning and exchange take place are primarily the regional networks; working groups; and the ISG, with the facilitating support of the Global Secretariat.

Topics and themes for exchange are selected based on members' interests and needs

## II. MEMBERSHIP IN GPPAC

15. The membership of the GPPAC network is primarily comprised of Civil Society Organisations (CSOs), with a national, regional or global scope, currently and demonstrably active in conflict prevention and peacebuilding. International CSOs, NGOs or networks can also become members of GPPAC; as can individuals working on peace related themes, CSOs working in related fields, activists, teachers, research centers and think tanks, trade unions and others contributing to peace writ large.

16. GPPAC is a civil society network, and in principle representatives of governments or intergovernmental organisations cannot become full members. GPPAC can instead form strategic partnerships with these actors. Regional networks or working groups may however decide to fully include government representatives in their network, but to ensure that GPPAC remains civil-society led, they cannot be elected as Regional Representative or Working Group Chair. If a Working Group wishes to include a government representative, this must be approved by the Regional Representatives of the region under which the country or intergovernmental organisation falls.

17. Membership in GPPAC requires a written commitment to support the GPPAC Global Action Agenda and adhere to the GPPAC Charter. Members agree to complete occasional member surveys.

18. Applications for Membership from a national or regionally-based CSO or network will be channelled to the Secretariat of the GPPAC region in question and approved by the relevant Regional Network. The specific process for assessing applications must be agreed by each Regional Steering Group, and must be transparent and in line with the Charter. Applications for Membership from international CSOs or networks will be referred to the Global Secretariat and approved by the International Steering Group. New membership applications will be reviewed once a year, unless other arrangements are made by regional secretariats. When applying for GPPAC membership, applicants should disclose any government affiliations.

19. Rejected applicants will receive an explanation of why they were rejected and will be informed of the procedure to contest the decision: They may raise the matter with the Integrity Committee, which will review the process and reasons for the decision, and can determine that the decision of the regional network or working group should be overturned.

20. The membership registry will in principle be accessible to the public. GPPAC is committed to the safety and protection of its members at all times - this means being mindful of information that is shared publicly: Member organisations that may be at risk if publicly listed can be exempted. Regional networks and working groups should take safety into account in their processes for assessing new membership requests.

21. Member organisations will receive regular information from their Regional Secretariat and from the Global Secretariat on GPPAC activities. They are entitled to participate in online GPPAC member-only communities and working groups.

22. If a member organisation is found to act in violation of the spirit of the GPPAC Global Action Agenda, the GPPAC Charter, the Integrity Policy or other policies; or when a member organisation has been convicted of a crime<sup>1</sup>, the relevant regional network or the ISG may cancel GPPAC membership.

## III. GPPAC STRUCTURES

### III.1 Overall Network Structures

23. GPPAC is organised primarily through **regional networks** and **global structures**. Each of these is explained further in this section.

24. At the regional level, GPPAC is governed by **Regional Networks** and at the global level by an **International Steering Group** (ISG), in majority composed of representatives from GPPAC regional networks.

25. Each GPPAC Region is coordinated by a **Regional Secretariat**. GPPAC overall is coordinated by a **Global Secretariat**, based at the GPPAC Foundation in The Netherlands.

26. **Working Groups** with membership drawn from across the network can be formed to generate and coordinate activities with a specific mandate, connecting global GPPAC goals with regional knowledge and engagement.

27. GPPAC Regions or GPPAC globally may decide to create additional structures to enable the network to operate, build partnerships with other stakeholders and contribute to conflict prevention and peacebuilding.

### III.2 Regional Structures

#### III.2.1 National Networks

28. Regional networks are encouraged to promote the formation of networks at the national level or establish communications and relations with existing national structures for peacebuilding to increase collective impact at country level. Regional members can agree on how these national networks are organised, as long as the structures and processes are in line with GPPAC's guiding principles and values.

#### III.2.2 National Focal Points

29. Regional networks may decide to appoint National Focal Points. Regional members can agree on how these national focal points are selected and what their roles are, as long as the structures and processes are in line with GPPAC's guiding principles and values.

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<sup>1</sup> For purposes of this Charter, if a member organisation is convicted of a "crime" by a repressive regime in violation of human rights and democratic principles, this will not be grounds for cancellation of membership.

### III.2.3 Regional Networks

30. Regional networks are free to organize their own processes as they see fit including exceptions to the Charter , as long as any changes are in line with the Guiding Principles and Values and the Global Secretariat is informed.

31. **Composition/Formation.** Regional networks are composed of GPPAC members from the countries of a designated geographical area. (See Section II. Membership, and Annex 1. Geographic Regions.) The composition of the regional network should be inclusive and reflect the diversity of the region, and at least one Gender Focal Point is a member of a regional network.

32. **Role of Regional Networks.** Regional networks are the basic organizing structures of GPPAC and, as such, represent an important and vital mechanism for mobilizing civil society to address conflict prevention. The regional networks perform the following functions:

- a) Member organisations share experience and expertise in the thematic areas relevant to their region, and develop ways to support each other.
- b) Members monitor the status of conflicts in the region, identify situations of immediate and urgent concern and develop strategies for addressing them.
- c) Members collaborate on a long term basis to achieve structural changes that will reduce vulnerability to violent conflict in their countries and communities.
- d) Members meet periodically to exchange information, experiences and achievements, plan future actions and make strategic decisions for the region.
- e) Members interact with governmental institutions, regional and international organisations in order to create strategic partnerships with representatives of all levels of society, recognising that structural changes are possible only through coordination of all actors at all levels.

The Regional Network is the decision making body for the region. In addition, the Regional Network:

- a) Develops and approves regional long-term plans and annual plans. The long-term plans (3-5 years) identify priority thematic areas in line with the GPPAC global strategic plan.
- b) Reviews implementation of annual work plans in the region at annual meetings.
- c) Plays an advisory role to the Regional Secretariat and other implementing partners, with respect to overall regional contribution to GPPAC's strategic plan and regional annual work plan implementation.
- d) Advocates for interaction and cooperation of all relevant actors at different levels of society by establishing and maintaining links with colleagues within the field, as well as with decision-makers and representatives of regional and international organisations.
- e) Selects a Representative to the International Steering Group and designates a deputy/alternate.
- f) Examines and approves requests from organisations who wish to become a member of GPPAC and to join the regional network, according to the membership criteria defined under Section II.
- g) Is responsible for the implementation of GPPAC's gender policy and for ensuring that a gender perspective is integrated in regional long term and annual plans as well as activities at regional level.
- h) Is responsible for the implementation of GPPAC's youth policy and for ensuring that a perspective of young people is integrated in regional long term and annual plans as well as activities at regional level.
- i) Decides on the structures and processes of national networks if these exist or are created in the region.

### *III.2.4 Terms and Selection of Regional Representative to the ISG*

33. Each regional network selects two individuals to serve as the Regional Representatives to the International Steering Group. It is preferred that at least one of the Representatives is associated with the Regional Secretariat organisation, but the Representatives can be from another organisation, provided that good communication is maintained. A strong emphasis should be placed on continuity of representation during the term of service.

34. **Term of Service.** Regional Representatives serve for three years, renewable twice.

35. **Selection process.** Every Regional Network will collectively agree on its process for electing Regional Representatives, and inform the Global Secretariat of the agreed process. The agreed process must be clear, transparent and democratic. It must allow for all eligible persons to put themselves forward as candidates, and for all registered GPPAC member organisations in the region to participate in the election, even if they cannot be present during the meeting where the decision is taken. If candidates or other members believe that the agreed process is not being followed or isn't clear, democratic or transparent, they may raise this with the Integrity Committee.

36. **Role and Criteria for Selection of Regional Representatives (and alternates).** When selecting individuals to serve as the Regional Representative and alternate, the Regional Network will consider the following criteria. The individuals:

- a) Are active member of the Regional Network (or equivalent body) who has participated for at least one year in the GPPAC process;
- b) Are from the Regional Secretariat organisation, or has a good relationship with the Regional Secretariat;
- c) Have the time to attend ISG meetings and to participate in Working Groups or ad hoc groups between ISG meetings;
- d) Are proven good communicators able to be an articulate public spokesperson and to act as an advocate, ambassador, and, where agreed, official representative of the network;
- e) Accept the obligation to serve as an effective intermediary between the regional and global levels by presenting important information (decisions, achievements, requests) from the regional to the global level, as well as to thoroughly inform members of regional networks about developments at the global level;
- f) Are willing to participate in fundraising activities on behalf of the regional network and GPPAC globally, in cooperation with the Regional and Global Secretariats.

### *III.2.5 Regional Secretariat & Legal Entity*

37. The Regional Secretariat serves as the primary point of contact for the global network in a designated GPPAC region. The Regional Secretariat is chosen through a regional process for a three-year renewable term (without limit, but reviewed every three years). In each region, there must also be a legal entity, an organisation that is able to enter into contracts; receive and manage funds, including developing plans based on the members input, financial and narrative reporting. Ideally the Regional Secretariat should be this legal entity, but if that is not possible for the organisation chosen as Regional Secretariat, another organisation in the region can take on this role in agreement with the Regional Secretariat and regional network.

38. **Criteria for Selection.** The organisation performing the Regional Secretariat role should meet the following criteria. It will:

- a) Be familiar with the functioning peacebuilding networks with links nationally, regionally and internationally;



- b) Be a legally recognised entity that is able to receive and account for funds; (if also the legal entity playing this role)
- c) Have been active in the field of conflict prevention and peacebuilding for at least five years, with a solid reputation as an actor at multiple levels, including established relationships with decision makers at national and regional levels;
- d) Continuously follow developments in the region and remain knowledgeable about political and social dynamics;
- e) Maintain a broad programmatic scope that extends beyond a narrow or single issue-orientation;
- f) Demonstrate sufficient organisational capacity, convening power, credibility and experience to coordinate regional activities.

39. **Selection process.** Every Regional Network will collectively agree on its process for electing its Regional Secretariat, and inform the Global Secretariat of the agreed process. The agreed process must be clear, transparent and democratic. It must allow for all eligible organisations to put themselves forward as candidates, and for all registered GPPAC member organisations in the region to participate in the election, even if they can not be present during the meeting where the decision is taken.

Candidates, including current Regional Secretariats wishing to be re-elected, must complete a checklist indicating whether they meet the necessary criteria, provided by the Global Secretariat.

This will include financial and legal criteria to ensure that the candidate organisations are able to fulfil the legal and financial obligations of the role. If they are informed by the Global Secretariat that they do not meet these criteria, the candidate may propose that a second organisation is chosen as legal representative, in addition to the Regional Secretariat which can still play the convening and coordinating role.

Regional networks may agree on their own additional criteria for Regional Secretariats.

The completed checklist will be shared with regional members ahead of elections, with the exception of any sensitive financial or legal information that only the Global Secretariat needs to access.

40. **Role of the Regional Secretariat.** The Regional Secretariat acts as lead agency for the region with regard to GPPAC activities. In addition, it performs the following functions. The Regional Secretariat:

- a) Supports and strengthens the regional network through ensuring an inclusive and participatory process. It maintains regular communication and coordination of actions with member organisations.
- b) Organises regular Regional Network meetings and, jointly with member organisations, organises public events aimed at raising awareness on the importance of conflict prevention and peacebuilding.
- c) With the agreement of the Regional Network, engages in advocacy efforts with regional organisations and International NGOs, as well as with state actors, and representatives of UN agencies in the region.
- d) Monitors implementation of GPPAC activities at the regional level.
- e) Guides the Regional Network in developing regional long-term and annual plans.
- f) Reports on regional progress to the Global Secretariat, in accordance with GPPAC PM&E and finance procedures.
- g) Raises funds for implementation of the regional work plans, in coordination with the Regional Network and the GPPAC Secretariat.
- h) Recommends regional network members for participation in GPPAC Working Groups or Advisory Groups, based on their expertise and experience.

#### 41. **Review or early termination of a Regional Secretariat / Legal Entity.**

The position of Regional Representative or Legal Representative of the region may be reviewed if:

- The organisation indicates that it is no longer able to fulfil its role, in which case new elections are held.
- The organisation breaches the terms of its contract with the Global Secretariat
- A member or the Global Secretariat observes that the organisation may be in breach of the Charter, Global Action Agenda or the Integrity Policy, and refers the case to the Integrity Committee,

in which case the steps outlined in the Integrity Policy are followed

- The Global Secretariat observes that the organisation is not or no longer able to fulfil its contractual obligations. If this is the case, the Global Secretariat will discuss this with the Regional Secretariat / Legal Representative, and will make a jointly agreed plan and timeline for improvement. If the needed improvement doesn't take place within the agreed timeline, the Global Secretariat can refer the case to the GPPAC Foundation Board, which can recommend further steps or termination of the legal relationship. In this case, the regional network will be asked to either elect a new Regional Secretariat; or appoint a legal entity in addition to the Regional Secretariat which will take on the legal and contractual obligations.

### III.3 Global Structures

#### III.3.1 *International Steering Group*

42. **Composition of the ISG.** The GPPAC International Steering Group consists of the Regional Representatives of all regions of the global network, the Chairs of the Global Working Groups, plus a maximum of six non-regional members. All ISG members are decision makers who may participate fully in discussion of issues, engage in consensus building.

43. The Regional ISG members are Regional Representatives designated by Regional Networks to represent an active region of the global network. (See Section III.2.4.)

44. The ISG may appoint up to six non-regional non-voting members representing national, regional or global civil society organisations or networks. Potential non-regional ISG members must meet all the following criteria:

- a) Has significant institutional conflict prevention and peacebuilding capacities and track record and/or has particular experience in an area of work aligned with GPPAC's strategic plan
- b) Has a supranational regional or global scope
- c) The partnership is organisational, not individual
- d) Agrees on an action plan for operational collaboration and/or joint resource mobilisation on shared priorities

And should meet at least one of the following criteria:

- a) Provides links with like-minded civil society networks focused on conflict prevention;
- b) Brings a focus that can strengthen the cross-regional interaction and scope of work in GPPAC
- c) Provides a channel for influencing a key actors important to conflict prevention;
- d) Can play a role in capacity development & experience sharing with members;

- e) Are strongly encouraged to participate in GPPAC regional networks or working groups

45. When GPPAC approaches a new organisation - or they approach GPPAC - to become a non-regional ISG member, both parties should agree on what the non-regional member is willing to commit to; and what they expect to gain from being part of the ISG/GPPAC, in the form of a basic action plan for the duration of their term. What is in this plan might differ a great deal from member to member. Halfway through and at the end of the term, both parties review whether they'd like to continue the partnership & agree on a new action plan if they do. The organisation and the short action plan can then be presented to the ISG for decision on whether the organisation should become a member.

46. Non-regional ISG members are appointed for 5-year terms to align with the GPPAC strategic plans. If a GPPAC strategic plan includes new thematic areas, the ISG may want to invite an organisation with that thematic focus to become a non-regional member. The 5 year term might not begin at the same time as the GPPAC 5-year strategic plan: If particular expertise is needed, it might be valuable for new non-regional ISG members to come in earlier to contribute to the development of the Strategic Plan. A mid-term review will take place at 2,5 years to make sure the partnership is still working for everyone.

47. The ISG may, upon request, choose to recognise the non-voting observer status of a small number of non-member agencies. These are organisations that, due to constitutional constraints, specific mandates or reasons of principle, cannot be associated with any collective view adopted under GPPAC auspices but do, nevertheless, support the purposes of GPPAC and the role of civil society organisations. Agencies with observer status are not bound by any decisions taken by GPPAC and cannot be associated with positions taken by GPAC member organisations, including the ISG.

48. The Executive Director of the GPPAC Foundation, serves as a non-voting *ex officio* member of the ISG. He/she shall attend all meetings of the ISG as a full participant except with regard to decision making.

49. The ISG has created the title of Honorary Chair, reserved for the founder of GPPAC, Paul van Tongeren. He will be invited to attend ISG meetings as a non-voting observer.

50. The ISG leadership and the Global Secretariat may invite organisations or individuals to a specific ISG meeting on a per-meeting basis. These may include individuals or organisational representatives who are able to contribute to substantive matters under consideration, such as Working Group representatives or those with technical expertise needed for items under discussion.

51. **Roles of the International Steering Group.** The ISG is the primary governing body of the GPPAC global network. In addition, the ISG:

- a) Sets GPPAC's strategic directions and plans, including its vision, mission, values and goals; and leads the development of GPPAC's strategic plans
- b) Establishes the framework for policy, planning, and financial management to realize GPPAC's goals;
- c) Approves nominations of members to serve on the GPPAC Foundation Board.
- d) Monitors the network's performance, including the work of the GPPAC Global Secretariat, to ensure that it is achieving the GPPAC strategic plan;
- e) Determines network structures and programmes and gives advice on allocation of financial and human resources;
- f) Undertakes regular, systematic reviews of the programming of the network.
- g) Makes decisions regarding programme implementation and advocacy activities at the global level; and
- h) Decides on fundraising priorities and global and regional fundraising targets.

- i) Remains informed regarding the political, social and economic environments in which GPPAC projects take place, as well as the overall funding conditions, and identifies key global priorities for GPPAC;

### III.3.2 The GPPAC Foundation

52. The GPPAC Foundation, established at The Hague, The Netherlands, provides the legal base for the GPPAC network and serves as the host for the Global Secretariat. According to its Articles, it has the following Object: *The objects of the Foundation are to contribute to the prevention and transformation of violent conflicts by promoting and taking initiatives that seek to provide early warning and preventive action and strengthen the role of Civil Society Organisations supporting these objects. In pursuing its Object the foundation shall be guided by the principles, vision, mission and values of GPPAC as laid down in its Charter.* Through its Board and the Global Secretariat, the GPPAC Foundation provides central leadership to the ISG.

#### Board of the GPPAC Foundation

53. **Composition of the Board.** The Board of the GPPAC Foundation shall have at least five Members, including the Chair, two Co-Chairs and a Treasurer. A majority of the members of the Board shall be members of the ISG, including the Chair and a Co-Chair. Other members will be nominated by the ISG, including three from The Netherlands. One of the Dutch members will be a Vice-Chair, one will be the Treasurer and one will have responsibility for human resources issues in relation to the Global Secretariat.

54. **Selection/Terms of Board Members.** Members of the Board of the GPPAC Foundation shall be appointed formally by the existing Board members. In making these appointments, the Board will act upon nominations approved by the ISG. If, for any reason, the Board decides it must reject a nominated member, it must return to the ISG for a new nomination. Names for proposed members of the Board will be brought to the ISG by the Nominating Committee (see Section III.3.4). Normally, such recommendations will be approved by consensus, but can be decided by vote if necessary (see Section IV regarding Decision Making). Members of the Board will serve for three-year terms, on a staggered rotation basis and renewable once.

55. In case no current ISG member is available to be nominated for GPPAC Board membership, the Nominating Committee may seek nominations from individuals who have significant experience/familiarity with the GPPAC network, responding to the following criteria:

- a) former ISG members; b) at least two years an active member of a GPPAC thematic Working Group; or c) at least two years an active GPPAC Gender focal point.

56. Vacancies in Board membership may be filled by the Board, acting upon recommendation of the Nominating Committee, to fill terms until the next ISG meeting

57. **Roles of the GPPAC Foundation Board.** The Board of the GPPAC Foundation is the highest body within the GPPAC Foundation, while the ISG is the highest body for the GPPAC network. The Board of the GPPAC Foundation provides leadership to and is accountable to the ISG. Within the framework of the GPPAC Charter and the guidelines as given from time to time by the ISG, the Board shall exercise its functions in the best interest of the overall network, making all operational and financial decisions it thinks fit and that do not contradict overall policy and program directions set by the ISG. While the Board will always endeavour to act under the guidance of the ISG, in legal terms, the Board has ultimate power of decision making under Dutch Foundation Law.

#### The Officers of the Board of the GPPAC Foundation

58. **The Chair of the Board** serves a leadership role both for the GPPAC Foundation and for the GPPAC network as a whole. In this regard, he/she:

- a) Takes a leadership role in developing effective partnerships with other stakeholders in the prevention of armed conflict, including like-minded civil society networks, governments, regional organisations, and UN agencies;

- b) Undertakes advocacy activities in support of GPPAC strategic objectives and action plans developed by GPPAC regions or national networks, or in response to an emerging crisis;
- c) Acts as a spokesperson for GPPAC in external representation, outreach and media;
- d) As needed, meets with donors and potential donors to articulate the broad vision and practical on-the-ground realities of conflict prevention work represented by GPPAC;
- e) Works in consultation and cooperation with the GPPAC regions, other ISG members, working groups and the GPPAC Global Secretariat; and
- f) Serves as presiding officer during meetings of the GPPAC Foundation and, as needed, the ISG.

59. **The Co-Chairs of the Board** of the GPPAC Foundation are the second persons in charge and may replace the Chair whenever appropriate or necessary.

60. **The Treasurer of the Board** of the GPPAC Foundation, supported by a Finance Committee of the Board:

- a) Supervises preparation of the GPPAC Foundation budget, assists in overall financial planning and financial reporting of the Global Secretariat;
- b) Makes decisions on available un-earmarked and/or contingency funding;
- c) Advises GPPAC regions on issues pertaining to finances; and
- d) Consults with the ISG on major financial and budget decisions, including budget decisions outside the scope of the GPPAC Foundation.

61. **Management Function of the GPPAC Foundation.** The day to day management and executive functions of the GPPAC Foundation will be conducted by the Executive Director of the GPPAC Foundation, who will be selected by and accountable to the Board.

62. For purposes of entering into contracts or making binding commitments on behalf of the Board, the GPPAC Foundation can be represented either by the Executive Director or two Board members acting jointly.

### *III.3.3 GPPAC Foundation / Global Secretariat*

63. The GPPAC Foundation shall act as the Global Secretariat of GPPAC and shall provide services to the network. The general roles, functions and action priorities of the Global Secretariat are determined by the GPPAC Strategic Plan and GPPAC network structures, as agreed upon by the ISG.

64. **Role of the Global Secretariat.** In serving the needs of the GPPAC network, the Global Secretariat:

- a) Enables effective network governance, working closely with the ISG;
- b) Provides coordination of the global network, with particular attention to priority programmatic areas determined by the ISG;
- c) Supports the strengthening of regional networks;
- d) Coordinates development of global policy and advocacy functions;
- e) Supports the functioning of GPPAC Working Groups;
- f) Develops the GPPAC PM&E framework and ensures its proper implementation;
- g) Ensures regular reporting and network communications, both within the network and with the public and key constituencies;
- h) Prepares an annual budget for consideration by the GPPAC Foundation Board and the ISG;
- i) Undertakes fundraising activities, together with the regions, to support all GPPAC functions, programmes and activities; and
- j) Provides a legal and fiscal base for GPPAC operations.

## III.4 GPPAC Programme Structures

### III.4.1 Working Groups

65. The ISG will approve and oversee the formation of strategic and thematic Working Groups to guide the development of GPPAC programmes and to further the goals of the network. These groups will respectively focus on specific functions and themes that support the implementation of GPPAC's strategic plan. Working Group terms of reference are further explained in Annex 2 to this Charter.

66. **Composition/Formation** Working Groups are open to all GPPAC members. Working Groups are encouraged to involve non-ISG members from the regional networks, and can invite non-GPPAC members to serve as resource persons for specific technical skills or expertise. Efforts will be made to ensure inclusivity and linkages in the composition and activities of the Working Groups.

67. **Role of the Working Groups.** The Groups will enhance collaboration, thematic learning and cross-fertilization of conflict prevention and peacebuilding efforts among regional networks. The knowledge exchange and knowledge aggregation supported by the Working Groups will contribute to (internal) capacity development of members and (external) advocacy and engagement.

68. **Internal Working Group Structures.** Each Working Group will designate a Chair and two Co-chairs (one of which must be a member of the ISG). Where possible<sup>2</sup>, a designated staff person from the Global or Regional Secretariats will be assigned to support the functioning of the Working Group. Together, they form a Core Group. This group provides leadership for the Working Group and ensures different convening and coordinations responsibilities that are outlined in Annex 2 of this charter.

If the Core Group fails to perform its functions, as determined by the working group, the Global Secretariat will be contacted to review Core Group performance and begin, where warranted, a process to improve performance and/or reconstitute membership.

69. **Process and Interaction.** Each Working Group will establish clear expectations regarding a regular cycle of communication, meetings and activities. As outlined in Annex 2, each Working Group has a responsibility to ensure internal and external communication, relevance of its work to members of the broader network, and joint resource mobilisation. Each Working Group will report on its priorities, activities and results at least once a year to the ISG.

70. **Gender Focal Points Network.** GPPAC's gender inclusion initiative is led by the Gender Focal Points (GFP) network, consisting of regional and thematic gender experts from around the Globe. Gender Focal Points in GPPAC technically are not a working group but it works as a "gender mainstreaming and accountability" mechanism within GPPAC. The network aims to mainstream issues around women, peace, and security into the peacebuilding architecture of GPPAC. To accomplish this, Gender Focal Points are nominated in regions and thematic working groups.

71. **Youth Focal Points.** The Youth Focal Points (YFPs) consists of "regional and thematic youth experts from around the globe". GPPAC's Youth Focal Points (YFPs) are nominated to build an inclusive and sustainable structure to advance GPPAC's youth inclusion efforts, in line with the [GPPAC Youth Policy \(2019\)](#), in collaboration with the Regional Secretariat as "the lead agency" for the region with regard to GPPAC Activities. The YFPs group aims to include young people in all their diversities from all regional networks. The YFPs establish new intergenerational connections within and across the GPPAC network with the support of the Regional secretariats and the Global

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<sup>2</sup> Pending available funding and staff capacity.

Secretariat and, especially focusing on those networks where youth are not adequately represented

72. **ISG Liaison.** In addition to Working Groups, the ISG can assign an ISG member to take on specific tasks to pursue a particular issue within the context of GPPAC's Strategic Plan in cooperation with the GPPAC Global Secretariat and the Regions. Any designated ISG Liaison will report to the ISG. Suggestions for ISG Liaisons, the assignment as well as the candidate, can be made by the GPPAC Board to the ISG for approval. ISG Liaisons are assigned for a period of three years, with the possibility of re-election.

### III.4.2 Global Strategy Group

80. The Global Strategy Group is an advisory body to the GPPAC Foundation Board and the ISG. Its primary responsibility is to articulate the overall strategic direction and policy in GPPAC projects, for consideration by the GPPAC Foundation Board and the ISG. In doing this, the Global Strategy Group will gather input from the regions, Working Groups and ISG Liaison(s) regarding project plans and identify points of convergence and coherence. The Global Strategy Group may also propose strategic directions for consideration by regions, working groups and the ISG. The Global Strategy Group is the body within GPPAC structures that pays attention to substantive issues and ensures that there is coherence between the regional and global levels.

81. **Composition.** The Global Strategy Group is comprised of the Chairs of the strategic Working Groups, Thematic Working Groups, an ISG and Board Liaison who is both an ISG and a Board member, an Inclusivity Liaison, and the GPPAC Foundation Executive Director. Meetings of the Global Strategy Group are attended by relevant staff members from the Global Secretariat and can be attended by the GPPAC Foundation Board Chair and or Vice Chair. If a Working Group Chair is unable to attend a Global Strategy Group meeting, she/he can delegate another Core Group member. If the ISG and Board Liaison is unable to attend a meeting, the GPPAC Board can assign an ad hoc replacement, and if the Inclusivity Liaison is unable to attend, they can delegate a Gender Focal Point to attend. Members may also be Regional Representatives, but do not represent their region in the Global Strategy Group.

#### 82. Roles of the Global Strategy Group.

In addition to the overall purpose noted above, the Global Strategy Group:

- a) Leads the development of GPPAC's five-year strategic plans
- b) Remains informed regarding the political, social and economic environments in which GPPAC projects take place, as well as the overall funding conditions, and identifies key global priorities for GPPAC;
- c) Maintains an overview of all dimensions of GPPAC projects, including receiving and analysing information about the plans, results or challenges, identifying synergies and gaps;
- d) Develops strategic directions for GPPAC projects, in dialogue with the regions, Working Groups and Global Secretariat;
- e) Reviews funding and priority criteria and identifies funding priorities based on them;
- f) Ensures that projects complement each other; and
- g) Promotes exchanges among programmes and cross-fertilisation among regions.

## IV. DECISION MAKING & AMENDMENTS

### IV.1 Uses of Consensus Decision Making and Voting

83. **Rationale for the Use of Consensus.** In principle, GPPAC bodies will use consensus decision making instead of voting. Consensus processes align well with conflict prevention and conflict resolution, because they require groups to engage in problem solving in order to address the interests and concerns of all participating decision makers. If a minority group or even a single individual raises a strong issue, under consensus decision making, the group must seek to understand the nature of the problem, to uncover the underlying needs and interests, and to discover a solution that will meet the needs of the most members possible. Voting, on the other

hand, requires satisfaction of only fifty percent plus one (or whatever percentage has been established to approve a proposal). The provisions below establish consensus as the norm, but also allow use of voting, when necessary to avoid delays on important matters and to sustain the momentum of network activities.

84. **Decision Making in the GPPAC Foundation.** For most normal business matters, the decision making process within the GPPAC Foundation and at the level of the Board of the GPPAC Foundation will be by consensus and otherwise in accordance with the Articles of the GPPAC Foundation. When the group has engaged in discussion and sought for a consensus decision, but is experiencing difficulty, any two members of the Board can ask for a vote, in which case a vote is held without debate regarding whether or not a vote is necessary. (Further discussion on the substantive matter could continue, when necessary.)

85. When voting is used, the Articles provide for an absolute majority of the votes cast, except for decisions to amend the Articles or to dissolve the GPPAC Foundation, in which cases a special majority applies.

86. **Decision Making in other GPPAC Structures.** The network, including its Regional Networks, Regional Steering Groups and the International Steering Group will generally make all decisions by consensus. As with the Board, voting may be used after the group has attempted to achieve consensus. In the case of the ISG, any five members may request a vote, in which case a vote is held without debate regarding whether or not a vote is necessary. (Further discussion on the substantive matter may continue, when necessary.) Decision making can happen during in-person meetings, or in online discussions via e-mail, chat or teleconferencing. If the decision making takes place online, all decision makers in the body must be given sufficient time to contribute.

87. **Determination of Decision Makers at GPPAC Meetings.** At the beginning of any GPPAC decision-making meeting, such as the ISG or a Regional Steering Group, all official decision makers must be identified. Such designated members will have full powers to engage in consensus building and/or voting as described in this section.

88. **Consensus Process.** In the consensus process, participating members introduce ideas, background information or proposals for discussion in order to arrive at a point of decision. In the course of discussion, participants are encouraged both to express support for a proposed action/policy and to articulate concerns or outright objections. The concerns/objections serve as the basis for group problem-solving, in which all participants attempt to discover and address underlying unmet needs or interests.

89. As the group comes close to making a decision, group members have three options:

- a) To give consent, when one is willing to support the proposal and stand in unity with the group;
- b) To “stand aside”, when one cannot personally support a proposal, but is willing for the rest of the group to move forward and adopt it, recognizing that most members are in support. If a person stands aside, he/she may ask that his/her objection be recorded in the meeting notes; or
- c) To block a proposal, when one believes that, if adopted, the effect of the proposal would violate the morals, ethics or safety of the group. This amounts to a veto and prevents the proposal from going forward. Blocking should be used rarely, and only when the member exercising it believes that fundamental values will be violated. However, if a group or person(s) consistently block proposals, this probably displays a fundamental difference of opinion within the network. Such actions will be reviewed and recommendations made to the network on how to address the situation.

90. If one or more member raises a strong concern (c above), the group must try to address the needs and interests to the point where the objecting member can either fully support the proposal (a above) or stand aside (b above). If members persist in blocking, the group may turn to a vote.

91. **Use of Voting.** As noted above in paragraphs 86 & 88, if a serious effort has been made to address the concerns and interests of participating members and it is nevertheless not possible to reach a consensus in a reasonable time, and/or when a matter is urgent and consensus does not emerge quickly, two members of the GPPAC Board or five members of the ISG can ask for a vote in their respective bodies. When a vote is taken on most matters within the ISG, sixty percent of those present and voting must vote in favour for a matter to pass.



(Votes on amendments to this Charter and to the Articles of the Board require different percentages. See Section IV.3 of this Charter and relevant provisions of the Articles.) If the ISG votes on a decision, each Region and each Working Group has one vote. If both Regional Representatives from a region are present at the vote, they agree on the vote for their region together. If an ISG member is both a Regional Representative and a Working Group Chair, they may cast one vote for each. Non-regional ISG members are non-voting, and therefore do not take part in any vote.

92. **Use of online voting.** If a decision must be taken by the International Steering Group before the next opportunity to discuss in person, voting can take place online when the following conditions are met: The decision makers have agreed to an online vote; the vote is on non-controversial matters where a choice must be made between clear options; or a final decision must be made following previous discussions which were close to conclusion. For a matter to pass, all those eligible to vote must have sufficient time to participate, and sixty percent of those who cast a vote must be in favour. Technologically, the online voting mechanism must be transparent.

## IV.2 Conflict of Interest

93. Members of GPPAC governance bodies will remove themselves from any decisions in which they, or their organisation, have a potential conflict of interest, as defined in a full policy regarding conflicts of interest, including definitions and procedures. (See Annex 1)

## IV.3 Charter Amendment Process and Periodic Review

94. Any two ISG members or the Global Secretariat with one ISG member may propose an amendment to this Charter. (A single ISG member must find a second member to join in the proposal.)

95. Proposals for amendment to this Charter must be communicated to the ISG at least one month prior to a full face-to-face ISG meeting. Such a proposal must include specific proposed language of an amendment and a rationale for the change.

96. Proposed amendments will be discussed early in an ISG meeting, with time provided for a preliminary discussion and clarification of the reasons for the change. By the end of the meeting, the ISG will consider approval of the amendment. Amendments may be approved by consensus. If a vote is taken, a seventy-five percent majority of those present and voting is required to approve the proposed amendment. The ISG may alternatively agree on the substance or principle of a change, with the specific language agreed after the meeting by online vote. At least 75 per cent of the ISG must participate in the online vote in order for the amendment to be made.

97. GPPAC will formally review this Charter every five years (2010, 2015, etc.), unless experience suggests that an earlier review is warranted. Either the GPPAC Foundation Board or the ISG can initiate a review.

## Annex 1: GPPAC Geographical Regions

As of May 2019, GPPAC is organised into the regions listed below. The ISG can change this configuration if it chooses.

1. Latin America and the Caribbean
2. North America
3. Western Europe
4. Western Balkans
5. Eastern Europe
6. Caucasus
7. Central Asia
8. South Asia
9. Southeast Asia
10. Northeast Asia
11. Pacific
12. Middle East and North Africa
13. West Africa
14. Eastern and Central Africa
15. Southern Africa

## Annex 2 : Conflict of Interest Policy

### INTRODUCTION

The Global Partnership for the Prevention of Armed Conflict (GPPAC) is a member-led global network made up of independent non-profit organisations and networks in 15 regions. It is steered by an International Steering Group (ISG) regarding main strategic matters, and by a Board for regular operational matters. The GPPAC Foundation, established at The Hague, The Netherlands, provides the legal base for the GPPAC network and serves as the host for the Global Secretariat.

GPPAC Board members, Global Secretariat staff members and other key stakeholders who can influence the actions of GPPAC have an obligation to act in the best interests of the network, and in accordance with GPPAC Charter and other GPPAC governing documents.

A conflict of interest is defined as an actual, perceived or potential interest by a Board member or Global Secretariat Staff member or other key stakeholder in an action that results in, or has the appearance of resulting in, personal, organisational, or professional gain. In the performance of GPPAC duties, Board Members, as well as Global Secretariat staff, are obligated to always act in the best interest of GPPAC and to seek only the furtherance of GPPAC's mission and best interests. At all times, staff and Board members are prohibited from using their job title or GPPAC's name or property, for private profit or benefit.

### POLICY AND PRACTICES

1. Members of GPPAC Governance Bodies (ISG and Board) will remove themselves from any decisions in which they, or their organisation, have a conflict of interest.
2. Full disclosure, by notice in writing, shall be made by the interested parties to the full Board in all conflicts of interest, whether the conflict is actual, potential or perceived, and whether the interest at stake is pecuniary or non-pecuniary.
3. Following full disclosure of an actual, potential or perceived conflict of interest, the Board shall determine whether a conflict of interest exists and, if so, shall vote to take any action deemed necessary to address the conflict and protect GPPAC's best interests. Such action may require the interested party to withdraw from the vote on the matter where a conflict exists, or withdraw from the entire discussion on the matter, or any other course of action deemed necessary. Decisions shall be taken by majority vote, excluding the vote of any interested Board member, even if the disinterested voting members are less than a quorum, provided that at least one consenting member is disinterested.
4. A member of GPPAC's governance bodies who is formally considering employment with GPPAC must take a temporary leave of absence until the position is filled. Such a leave will be taken within the Board member's elected term which will not be extended because of the leave.
5. Anyone in a position to make decisions about spending the resources of the GPPAC Foundation who also stands to benefit from that decision – has a duty to disclose that conflict as soon as it arises (or becomes apparent); s/he should not participate in any final decisions.
6. All disclosures of actual or possible conflicts of interest, and any subsequent action taken, shall be reflected in the official minutes of the Board meetings.
7. A copy of this policy shall be given to all Board members, as well as to Global Secretariat staff members, volunteers or other key stakeholders upon commencement of such person's relationship with GPPAC or at the official adoption of the stated policy. Each Board member, Global Secretariat staff member and volunteer shall

sign and date the policy at the beginning of her/his term of service or employment. Failure to sign does not nullify the policy.

**DISCLOSURE FORM**

1. Name \_\_\_\_\_

2. Capacity: \_\_\_\_\_

3. Are you aware of any events, transactions, arrangements or other situations that have occurred or may occur in the future that you believe should be examined by the GPPAC Board in accordance with the terms and intent of GPPAC’s conflict of interest policy?

\_\_\_\_\_ YES \_\_\_\_\_ NO

If yes, please describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed name: \_\_\_\_\_

## Annex 3: Structure and Mandate of Working Groups

Note: All GPPAC members are free to form working groups if they so choose, as long as they act in accordance with GPPAC's Mission, Vision, and Guiding Principles and Values (Charter, I.1 and I.2) . This Charter Annex pertains to Working Groups that receive or are seeking to receive funding and/or other support from the GPPAC global budget or Global Secretariat - see Annex 3, Section 3, *Criteria for Supporting Working Groups*. Working groups that are not receiving or seeking support do not need to adhere to this Charter annex.

### 1. Role and Purpose of GPPAC Working Groups

GPPAC Working groups are a true cross-section of the GPPAC network with a global representation in each of them. They are considered as conduits for member leadership, participation, solidarity, and collaboration in the pursuit of GPPAC's mission, vision, and strategic priorities. These working groups are a source of inspiration, learning and exchange, and joint actions on a global scale as they serve as a hub for collaboration and innovation, echoing the diversity and expertise of GPPAC members and translating local expertise into global policy and vice versa.

Whilst each working group has its designated function or thematic focus, all groups will pay attention to the role of civil society and inclusive human security approaches to conflict prevention, including gender and youth inclusion, based on a practitioner-oriented, action learning approach.

The role of working groups consists of:

- Fostering cross-regional learning and exchange
- Representing the core interests and concerns of GPPAC members
- (In accordance with their mandate and on invitation) Analysing both individual members' and collective GPPAC regional focuses to provide strategic advice on achieving desired outcomes in accordance with the GPPAC strategic plan
- Serving as the catalyst for joint activities related to advocacy, events, training, networking, fundraising, etc..
- Fostering collaboration and partnerships with key regional and international actors that contribute to the advancement of GPPAC agenda
- Building global solidarity through networking, knowledge and resource sharing, program development, and fundraising.

### 2. Initiation, Creation, and support for Working Groups

Working groups may emerge by initiative of interested GPPAC members willing to lead and work together on a specific thematic area relevant to GPPAC's Strategic Plan; or they may be proposed by the International Steering Group or Global Secretariat (following approval by the International Steering Group) informed by regional annual plans, funding frameworks and strategic opportunities identified

They may be ongoing structures based on active member support, or time-bound to a specific process or output.

### 3. Criteria for Supporting Working Groups

Members are free to form working groups that can respond to national, regional, or global priorities, as long as their purpose and functioning is in line with GPPAC's guiding principles and values.

However, due to funding and capacity limitations, not every working group can receive funding or other forms of support from the Global Secretariat. The Global Secretariat determines how much funding and staff capacity is available for the working groups overall each year, and the maximum number of working groups that can be supported with that funding and capacity. The International Steering Group determines which working groups will

receive support based on the following criteria:

- The (planned) working group is aligned with the general role and purpose of working groups described in section 1 of this annex
- The Working Group responds to clear and pressing needs and member interests, and the current GPPAC Strategic Plan.
- The Working Group has a global representation from different GPPAC members who are interested in forming and participating actively in the working group
- Existing working groups that are seeking to gain or renew support: The Working Group aims to have at least 12 active members from at least 6 different GPPAC regions
- For continuity and to allow for building on previous work, priority will be given to supporting existing working groups which have been receiving support, are active, and function in accordance with this Charter annex.
- Members of the Working Group have the capacity to plan, coordinate, and report on the activities
- Working Group Chairs and/or Co-Chairs have the time and communication capacity to mobilise and lead the group as well as serve as the Global Secretariat's main point of contact.
- The Working Group Chair is willing and able to become/remain a member of GPPAC's International Steering Group.

If a working group is newly selected for support, it must begin to work and be structured in accordance with this Charter annex.

In principle, the Global Secretariat and International Steering Group will aim to support each selected Working Group with a review on an annual basis. However, changes to available funding, Global Secretariat staff capacity, or strategic priorities set by the International Steering Group may mean that support for working groups has to be discontinued despite them meeting the criteria. If that is the case, the Global Secretariat and International Steering Group will do their best to inform the Working Groups of these changes at the earliest possible moment.

#### **4. Working Group obligations**

Each working group will define and revisit its strategic priorities and plans annually based on the above considerations. The working groups comply with the reporting procedures agreed upon with the secretariat . Furthermore, the working groups are to take note of the following expectations:

- *Internal communication and feedback loops:* Working Groups will ensure information about activities, decisions and results of the working group is adequately communicated both within the group and to other network structures at global and regional levels.
- *External communication and dissemination:* Working Groups will develop and implement communication and dissemination plans for relevant activities, knowledge products and other Working Group outputs targeting relevant regional and international stakeholders.
- *Relevance to members:* where tools/methodologies/concepts are developed, the Working Groups will ensure these are accessible to the wider network, shared with the Global and Regional Secretariats, and tested and adaptable in regions.
- *Resource mobilisation:* members will work together and/or with the Global or Regional Secretariats to fundraise or otherwise mobilise resources for Working Group plans.

## 4. Working Group Structure and Membership

Working groups are platforms for collaboration, open to all GPPAC members. Members decide on the strategic objectives they want to focus on for a certain period of years and collectively develop an activity plan for each year.

The Chair of the Working Group becomes a member of GPPAC's International Steering Group (as per the GPPAC Charter, if they aren't a member already, e.g. because they are also a Regional Representative). The groups are encouraged to involve non-International Steering Group members from the regional networks. They are further free to invite non-GPPAC members to serve as resource persons bringing specific technical skills or expertise. Civil society organisations that resource persons are part of are encouraged to become GPPAC members. All Working Group members including resource persons can receive the GPPAC Update if they wish.

If a working group wishes to include representatives of governments or intergovernmental organisations<sup>3</sup> as members or resource persons, they should check with the Regional Secretariat of the relevant region(s) whether this would be an issue. The Regional Secretariat should in turn check this with members in the country the government representative is from. A representative of a government or intergovernmental organisation is not eligible to be elected as Working Group Chair, as government representatives cannot be International Steering Group members.

Each working group has a liaison from the Global Secretariat to support Working Group Chairs in enabling a flow of information, acting as a voice of Global Secretariat, and supporting Working Group Core Group members in administrative, communication and coordination tasks.

### 4. 1. Core Group

As per the GPPAC Charter, each Working Group will elect a Core Group by designating a Chair and two Co-chairs. It is very important to designate a strong Working Group Chair that will play the role of facilitator and keep the group moving forward. The members of the working group are free to plan regular meetings and collaborative work sessions to brainstorm, plan, and reflect and they can always invite Global Secretariat staff to attend such meetings.

The role of Working Group Chairs and Co-chairs is voluntary. Compensation may be provided subject to available funding.

The chair is elected for a 3-year term, renewable twice. The Chair becomes a member of the GPPAC International Steering Group if they are not already a member, e.g. because they are a Regional Representative. The appointment of an existing International Steering Group member as a Chair of a Working Group is not obligatory, it is up to the working group members to elect who can take up the position of the Chair. Up to one resource person can be elected to form part of the Core Group. In addition, designated staff from the Global Secretariat may be assigned to support the functioning of the Working Groups and as such will form part of Core Groups. Accountable to the International Steering Group, the Core Group provides leadership for the Working Group and:

- Decide on procedural issues and other routine business, including the development of agendas for Working Group conference calls and meetings;
- Determines whether and how to convene and organise Working Group activities in consultation with members, and defines the terms of reference and participation criteria for such activities;
- Decides on Working Group budgetary allocations in line with guidelines provided by the Global Secretariat, based on activity plans, priorities and emerging situations; in consultation with Working

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<sup>3</sup> This includes people working for a governmental agency, even if they do not formally represent that agency in the WG

Group members.

- Commits to regular involvement as Core Group members, which includes: facilitating Working Group meetings; participating in conference calls in preparation of meetings and events; contributing to the development of agendas, Working Group draft documents, plans, reports and other Working Group matters; and (Chairs only) participating in Global Steering Group meetings. The minimum level of contact with the Core Group is estimated to be once per quarter;
- The Core Group can involve resource persons in their discussions as necessary.

Selection process of Core Groups:

- The current core group for existing working groups, or the Global Secretariat for new working groups, calls for expressions of interest ahead of a Working Group meeting, where a Core Group is selected by consensus or, if necessary, by vote in accordance with the GPPAC Charter.
- The Working Group elects the core group members for three years, renewable twice. Renewals of this mandate or new appointments will preferably take place with staggered terms, to balance continuity with renewal of leadership.
- The Working Group Chair becomes a member of the GPPAC International Steering Group, and can therefore not be a representative of a government or intergovernmental organisation.
- If, within the mandate, period commitments outlined above cannot be met by Core Group members, provisions can be made for (a) replacement(s).
- If a Core Group member leaves the organisation they represented as a GPPAC member, they may stay involved as a resource person. Where necessary for the balance of the Core Group, the Working Group will select a new International Steering Group member to join the leadership.
- If the Working Group is not satisfied with the performance of the Core Group, members can suggest reconsideration during the course of their mandate.

#### **4.2. Working Group Membership**

Working Groups are comprised of GPPAC members, be they from the regional networks or from regional or global network bodies. They may be mandated by Regional Steering Groups, the International Steering Group or other network bodies, or approach the Working Group independently.

- A GPPAC member can join a working group by submitting an application form to the Core Group. The Core Group has the responsibility to inform the Working Group members and the relevant Regional Secretariat of new members and their reason for joining the group.
- Core Groups together with the Global Secretariat are responsible for ensuring a balanced spread of network members and regions involved in the different working groups and Core Groups. This includes network members from different regions in the respective Working Groups, as well as regional network members representing different organisations and contexts. Core Groups may actively approach members and invite them to join in order to improve balance.
- Each Working Group will identify among its members advisors/capacities on Gender and any other cross-cutting priorities identified by the International Steering Group. If none of the existing members has the required expertise, then a new Working Group member with specific expertise on these issues should be sought.



- Active participation of working group members can take periodic (issue-specific) or ongoing form depending on agreements set out within the Working Group, through regular communication, mutual knowledge sharing and updates as well as active contribution towards collective outputs.
- Working Group members can designate a member to represent the Working Group in other bodies and networks.

## **5. Process and Interaction**

Each Working Group will establish clear expectations regarding a regular cycle of communication, meetings and activities. Meetings can take place in person or online. Each Working Group will report on its priorities, activities and results at least once a year to the International Steering Group.

## **6. Decision-making and budget**

Decision-making within the Working Group is facilitated by the Core Group, and follows the GPPAC principle that GPPAC bodies will use consensus-based decision-making instead of voting as much as possible<sup>4</sup>.

If available funding allows, a budget will be allocated to each of the Working Groups selected for support by the International Steering Group, based on annual plans and proposed budgets submitted.

- Core Groups are responsible for consulting Working Group members and submitting the plan and budget to the Global Secretariat in line with existing guidelines and criteria;
- The Global Secretariat decides on actual budget allocations against the available funding approved by the GPPAC Board, based on an assessment using established Guiding Principles and Criteria for Funding Allocation;
- The Global Secretariat communicates budget decisions and feedback to the Core Group, who may revise the plan as necessary. The Core Group is responsible for consulting (where necessary) and informing the Working Group members on budget decisions and planning implications.

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<sup>4</sup> GPPAC Charter: IV.1 Use of Consensus Decision Making and Voting, articles 83. and 86.

