



A Network of People
Building Peace

CHARTER

OF THE GLOBAL PARTNERSHIP FOR THE PREVENTION OF ARMED CONFLICT

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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.

I.3 MISSION

12. 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

13. GPPAC's primary function is to promote implementation of agendas and activities set by regional networks and activities rooted in the GPPAC global action agenda and principles derived through a global interactive process. For this purpose GPPAC represents important regional concerns on the international level, contributes to the functioning of international systems for conflict prevention and uses its capacities to assist the implementation of key regional activities. GPPAC's functions are achieved through the active promotion of interaction among GPPAC members through its global and regional network mechanisms.

I.5 SPECIFIC FUNCTIONS

GPPAC's specific functions include, but are not limited to the following:

14. Promoting Acceptance of Conflict Prevention: GPPAC supports regional efforts to raise awareness regarding the effectiveness of conflict prevention, and undertakes parallel efforts at the global level.

15. Mobilizing Civil Society Actions to Prevent Armed Conflict: GPPAC supports civil society organisations in developing their capacity to identify areas vulnerable to violent conflict and to intervene effectively in impending crises/conflicts, as well as long-term structural change. In response to regional requests, the global network will a) mobilize coordinated civil society responses; and b) seek to influence governments, regional organisations, and the UN system to respond to information about conflict situations of concern.

16. Promoting Policies and Structures for Conflict Prevention: GPPAC generates ideas for improving policies, structures and practices of interaction among civil society organisations, governments, regional organisations, and UN agencies for joint action for conflict prevention.

17. Building National and Regional Capacity for Prevention: GPPAC strives to enhance the capacity of its regional networks and global mechanisms to undertake collective actions to prevent violent conflict.

18. Generating and Disseminating Knowledge: GPPAC engages in processes of knowledge generation and exchange, by learning from the experience of regions and developing mechanisms for regular communication/exchange of such information. GPPAC activities aim to improve our mutual understanding regarding important methodologies and mechanisms for action.

I.6 KEY TOPICS AND THEMES

19. GPPAC Regions and their participating organisations and networks are working on a wide range of issues. The global network supports such work through mutual action, learning and exchange.

II. MEMBERSHIP IN GPPAC

20. The membership of the GPPAC network is 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.

21. Membership in GPPAC requires a written commitment to support the GPPAC Global Action Agenda and adhere to the GPPAC Charter. Members agree to complete a member survey every two years.

22. 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 Steering Group. 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.

23. The membership registry will be accessible to the public. Member organisations that may be at risk if publicly listed can be exempted from this.

24. 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.

25. If a member organisation is found to act in violation of the spirit of the GPPAC Global Action Agenda or the GPPAC Charter, or when a member organisation has been convicted of a crime,¹ the relevant RSG or the ISG may cancel GPPAC membership.

III. GPPAC STRUCTURES

III.1 OVERALL NETWORK STRUCTURES

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

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

¹ 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.

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

29. **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.

30. 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

31. **Composition/Formation.** National networks are composed of GPPAC member organisations (CSOs and CSO networks) from a specific country or territory.

32. **Role of National Networks.** National networks represent an important mechanism for mobilizing civil society to address conflict prevention at the national level. The national networks perform the following functions:

- a) Member organisations share experience and expertise in the thematic areas relevant in their country, and develop ways to support each other.
- b) Members monitor the status of conflicts in the country – including between their and other countries - identify situations of immediate and urgent concern and develop strategies for addressing them.
- c) Examines and approves requests from organisations who wish to become a member of GPPAC and to join the national network, according to the membership criteria defined under Section II.²
- d) Develops and approves national long-term plans and annual plans, and reviews their implementation. The long-term plans (3-5 years) identify priority thematic areas in line with the GPPAC global strategic plan.
- e) Members collaborate on a long term basis to achieve structural changes that will reduce vulnerability to violent conflict in their country and communities.
- f) Members meet periodically to exchange information, experiences and achievements, plan future actions and make strategic decisions for the country.
- g) Members interact with governmental institutions, 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.
- h) Members select a National Focal Point as representative to the Regional Steering Group.³

² This is done by the regional steering groups where there are no national networks.

³ It should be noted that currently not all countries in a region are represented in the Regional Steering Group, and in some cases the geographical size of the region would make it extremely costly to bring together

III.2.2 National Focal Points

33. The National Focal Point serves as the primary point of contact for the global network in country. The National Focal Point is chosen through a national process for a three-year renewable term, renewable twice.

34. **Criteria for Selection.** The organisation performing the National Focal Point role should meet the following criteria. It will:

- a) Have strong links with civil society nationally and preferably regionally;
- b) Be a legally recognised entity that is able to receive and account for funds;
- 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 level;
- d) Continuously follow developments in the country 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 the national network.

35. **Role of the National Focal Point.** The National Focal Point acts as lead agency for the country with regard to GPPAC activities. In addition, it performs the following functions. The National Focal Point:

- a) Supports and strengthens the national network through ensuring an inclusive and participatory process. It maintains regular communication and coordination of actions with member organisations.
- b) Organises national GPPAC 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 national network, engages in advocacy efforts with government actors and representatives of UN agencies in the country.
- d) Monitors implementation of GPPAC activities at the national level.
- e) Guides the national network in developing long-term and annual plans.
- f) Reports on national progress to the regional steering group
- g) Raises funds for implementation of the national work plans, in coordination with the national network and supported by the GPPAC Secretariat.
- h) Recommends national network members for participation in GPPAC Working Groups or Advisory Groups, based on their expertise and experience.

III.2.3 Regional Networks

36. **Composition/Formation.** Regional networks are composed of GPPAC member organisations (CSOs and CSO networks) from the countries of a designated geographical area. (See Section II. Membership, and Annex 1. Geographic Regions.) 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.

representatives from each country in a region for a meeting. For these regions, rotating country representation might be considered in the future.

37. **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:

- i) Member organisations share experience and expertise in the thematic areas relevant to their region, and develop ways to support each other.
- j) Members monitor the status of conflicts in the region, identify situations of immediate and urgent concern and develop strategies for addressing them.
- k) Members collaborate on a long term basis to achieve structural changes that will reduce vulnerability to violent conflict in their countries and communities.
- l) Members meet periodically to exchange information, experiences and achievements, plan future actions and make strategic decisions for the region.
- m) 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.
- n) In coordination with the Regional Secretariat, members appoint representatives to the Regional Steering Group.

III.2.4 Regional Steering Groups

38. **Composition/Formation.** The Regional Steering Group (RSG) is composed of a geographically balanced number of representatives of selected GPPAC member organizations or networks, according to the regional network composition and needs. At least one Gender Focal Point is a member of an RSG. Each RSG is selected in consultation with and/or through meetings of a regional network, ensuring geographic representation from throughout the region and gender balance. Membership in the RSG is for three years and is renewable. Appointment to the RSG is by organisation, and, while continuity of personnel is highly desired, organisations can change their representative to the RSG. Regional Steering Groups may decide on additional requirements for Regional Steering Group members, in line with the Charter.

39. **Role of Regional Steering Groups.** The Regional Steering Group is the decision making body for the region. In addition, the RSG:

- 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) If there is no national network to choose a national focal point, the Regional Steering Group, if needed, designates national focal points of contact. If a national network is established, it selects its own national focal point.
- g) 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.
- h) 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.

- i) 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.

III.2.5 Terms and Selection of Regional Representative to the ISG

40. Each RSG selects an individual and an alternate to serve as the Regional Representative to the International Steering Group. It is preferred that the Representative (and the alternate) be associated with the Regional Secretariat organisation, but the Representative 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.

41. **Term of Service.** ISG Representatives serve for three years, renewable twice. A system of staggered terms among regional Representatives is established by the ISG Nominating Committee, so that only one third of all representatives change in any one year.

42. **Selection process.** Every Regional Steering Group 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.

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

- a) Is an active member of the RSG (or equivalent body) who has participated for at least one year in the GPPAC process;
- b) Is from the Regional Secretariat organisation, or has a good relationship with the Regional Secretariat;
- c) Has the time to attend ISG meetings and to participate in Working Groups or *ad hoc* groups between ISG meetings;
- d) Is a proven good communicator able to be an articulate public spokesperson and to act as an advocate, ambassador, and, where agreed, official representative of the network;
- e) Accepts 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) Is willing to participate in fundraising activities on behalf of the regional network and GPPAC globally, in cooperation with the Regional and Global Secretariats.

III.2.6 Regional Secretariat

44. 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).

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

- g) Participate in a strong network with links nationally, regionally and internationally;
- h) Be a legally recognised entity that is able to receive and account for funds;

- i) 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;
- j) Continuously follow developments in the region and remain knowledgeable about political and social dynamics; ,
- k) Maintain a broad programmatic scope that extends beyond a narrow or single issue-orientation;
- l) Demonstrate sufficient organisational capacity, convening power, credibility and experience to coordinate regional activities.

46. **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.

47. **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:

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

48. **Regional Personnel.** Many Regional Secretariats have appointed people to the positions of Regional Liaison Officer (RLO), Media Focal Point (MFP) and a Gender Focal Point (GFP). Such dedicated personnel permit effective communication and coordination of efforts within the regions, as well as between regions and the Global Secretariat and encourage alignment of global and regional strategies, programmes and actions. Each of the current positions is outlined briefly in Annex 2.

III.3 GLOBAL STRUCTURES

III.3.1 International Steering Group

49. **Composition of the ISG.** The GPPAC International Steering Group consists of a minimum of fifteen persons representing active regions of the global network, 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 and, when needed, vote.

50. The fifteen Regional ISG members are Regional Representatives designated by Regional Steering Groups to represent an active region of the global network. (See Section III.2.3.)

51. The ISG may appoint up to six non-regional members representing national, regional or global civil society organisations or networks that are aligned with and reinforce GPPAC strategies and contribute to GPPAC programme development and implementation. Non-regional members represent organisations, are appointed by the ISG upon recommendation of the Nominating Committee, and serve for a period of three years, which can be renewed.

52. 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.

53. 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.

54. 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.

55. 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.

56. The GPPAC website, as maintained by the Global Secretariat, shall always contain an accurate and updated list of the current ISG members.

57. **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;
- 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, upon recommendations received from the Nominating Committee;
- 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.

III.3.2 The GPPAC Foundation

58. 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

59. **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.

60. **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.

61. 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.

62. 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

63. **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

64. 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.

65. **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.

66. **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.

67. **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.

68. 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

69. 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.

70. **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.3.4 ISG Membership & Nominating Committee

71. **Composition/Formation.** The Membership & Nominating Committee will be composed of three voting members of the ISG, appointed by the ISG at a regular meeting.

72. **Role of the Membership & Nominating Committee.** The Membership & Nominating Committee:

- a) Receives appointments of new Regional Representatives from Regional Steering Committees and keeps a roster of such appointments, in cooperation with the Global Secretariat;
- b) Establishes staggered terms for three cohorts of Regional Representatives to the ISG, ensuring that no more than one third of members change in any single year;
- c) As necessary, recommends the creation of new GPPAC regions or the consolidation of existing regions;
- d) Proposes organisations to serve as non-regional representatives on the ISG, based upon recommendations by current ISG members;
- e) Presents a slate of proposed members of the Board of the GPPAC Foundation, including proposed Chair, Co-Chair(s) and Treasurer, to be considered and approved by the ISG as nominees for formal appointment by the Board.
- f) As for the nomination of Netherlands – based Board members, the Nominating Committee will be supported by the Chair of the Board, the outgoing Dutch member and the GPPAC Executive Director, to suggest a replacement.

III.4 GPPAC PROGRAMME STRUCTURES

III.4.1 Working Groups

73. 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 4 to this Charter.

74. **Composition/Formation** Working Groups are open to all GPPAC members. A minimum of two ISG members must be active participants in each Working Group. 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. Each Working Group will report on its membership to the ISG annually.

75. **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.

76. **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 possible⁴, 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:

- a) Ensures that the Working Group guides programme development and implementation within the thematic/strategy area;
- b) Decides on procedural issues and other routine business, including the development of agendas for Working Group conference calls and meetings; and
- c) Is responsible for producing annual plans and budgets in consultation with Working Group members;
- d) 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

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.

77. **Process and Interaction.** Each Working Group will establish clear expectations regarding a regular cycle of communication, meetings and activities. As outlined in Annex 4, 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.

78. **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.

79. **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 be a member of the Global Strategy Group and 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, which can be renewed once.

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.

⁴ Pending available funding and staff capacity.

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 76 & 78, 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.)

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 3)

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: REGIONAL PERSONNEL ROLES

Most GPPAC regions have established several roles in relation to the planning and implementation of GPPAC programs and activities—usually with funding provided through the global GPPAC Foundation budget. These roles change over time. Currently, three roles are common, as outlined below.

Role and responsibility of Regional Liaison Officers

- a. Maintaining regular channel of communication with the Global Secretariat by exchanging relevant information with Programme Managers,
- b. Responsible for sending regular updates on developments at the regional level, including annual reports on outputs, outcomes and finances, in accordance with the GPPAC PM&E framework and in coordination with the Regional Secretariat,
- c. Gathering relevant information regarding fundraising: maintaining lists of donors active in a region, establishing contacts, creating fundraising strategy and working on implementation in cooperation with the Regional Secretariat.

Role and Responsibility of Gender Focal Points

- a. Mainstreaming gender within institutions
- b. Mapping gender expertise in the region among CSOs, experts and institutions

At the regional level

- c. Participate in a regional mapping of expertise, organisations and activities on gender within GPPAC, as well as a basic needs assessment (the latter in cooperation with the RLO)
- d. Participate in Regional Steering Group meetings and provide thematic experience to ensure that a gender perspective is integrated into the planning and implementation cycle of the regional network
- e. Ensuring inclusion of gender sensitive conflict prevention activities regional annual plans by participating in drafting, implementation and reporting
- f. Maintain regular contact with the RLO to exchange relevant information regarding the development of a regional implementation approach
- g. Work with the Regional Steering Group towards implementing GPPAC's gender policy at regional level, by developing an implementation approach as part of regional planning, adapted to regional realities and needs (supported by the ISG Gender Liaison and the Gender Coordinator)
- h. Maintain links with GPPAC members in the region and – with support from the Regional Steering Group and the Global Secretariat – ensure that awareness raising and capacity building on gender sensitivity with GPPAC members take place, in line with the regional implementation approach (initially with Regional Secretariat staff)

At the global level

- i. Maintain regular channels of communication with the Global Secretariat by exchanging relevant information with the Gender Coordinator.
- j. Use the available tools for cooperation & communication between the Gender Liaison, Gender Focal Points and the Gender Coordinator (Google Group; gender equality community on the Peace Portal) to share information and experiences.

- k. Contribute thematic experience and regional perspectives towards further development and implementation of GPPAC's gender policy
- l. Give input to and participate in activities at global level.
- m. Assist the ISG Gender Liaison and the Gender Coordinator in linking GPPAC's work on gender with other relevant networks and organisations at regional and global level.

ANNEX 3: 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 4: STRUCTURE AND MANDATE OF WORKING GROUPS

1. Added value of GPPAC Working Groups

Working groups are conduits for member leadership, participation and collaboration in the pursuit of GPPAC's mission, vision and strategic priorities. Organising GPPAC global and cross-regional activities through working groups can ensure that the network is content-driven and strategic, and that GPPAC members work together around shared priorities. The action learning approach of the working groups enable knowledge exchange as well as knowledge aggregation for the purposes of (internal) capacity development and (external) advocacy and engagement. This can be achieved by:

- building on collective strengths, capacities and connections
- capitalising on the diversity of GPPAC's membership
- linking theory and practice, and
- translating the relevance of local experience to global policy and vice versa.

2. Working Groups mandate and scope

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. There are two types of working groups:

a) Strategic Working Groups

Operating as ongoing communities of practice with distinct and complementary functions, three strategic working groups are set up to operationalise the main strands of GPPAC's Strategic Plan⁵:

- *Enabling Collaboration*: to mobilise the network around (a limited number of) specific conflict situations and opportunities, by conducting analysis, convening key actors, facilitating preventive actions, including cross-regional activities and promoting 'horizontal' partnerships within the network.
- *Improving Practice*: to develop GPPAC training capacities and partnerships/consortia with pools of expertise on key issues based on network members' strengths and informed by GPPAC's Action Learning products and advocacy agenda; to define the framework for collaboration on training within GPPAC.
- *Influencing Policy*: to develop GPPAC's advocacy positions and engage key policy makers (UN, RIGOs and state actors) based on locally grounded conflict analysis and institutional power mapping, and to strengthen lobby and advocacy capacities of GPPAC members.

The specific priorities for the Strategic Working Groups and the coherence between them will be informed by regional annual plans, funding frameworks and strategic opportunities identified by the Global Strategy Group, overseen by the ISG and supported by the Global Secretariat. Each strategic working group will be coordinated and supported by a designated Global Secretariat staff.

b) Thematic Working Groups

⁵ For the period 2017-2020. The strategic working groups may select different names than these strategy descriptions.

Thematic working groups may emerge from the above communities of practice, or by initiative of interested GPPAC members willing to lead and work together on a specific thematic area relevant to GPPAC's Strategic Plan⁶. They may be ongoing structures based on active member support, or time-bound to a specific process or output. They support regular exchange of experiences and expertise with the purpose of enriching the work of members in the regions, and feed into GPPAC policy and practice engagement at the global level.

Whilst each thematic Working Group will have a contact person at the Global Secretariat, the coordination may also be led by a member. Funding allocations and/or GPPAC staff operational support to thematic working groups are assessed by the Global Secretariat based on established Guiding Principles and Criteria (including available financial and human resources).

3. Working Group obligations

Each working group will define and revisit its strategic priorities and plans annually based on the above considerations. As per the GPPAC Charter, the working groups will report on its membership, plans, activities, expenditure and results to the ISG annually.

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 mobilization:* 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.

As per the GPPAC Charter, whilst a minimum of two ISG members must be active participants in each Working Group, the groups are encouraged to involve non-ISG 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.

4. 1. Core Group

⁶ At the time of writing, the Peace Education Working Group is a current example of this

As per the GPPAC Charter, each Working Group will elect a Core Group by designating a Chair and two Co-chairs, one of whom must be a member, or directly mandated by a member, of the ISG. Up to one resource person can be elected to form part of the Core Group⁷. In addition, designated staff from the Global Secretariat will be assigned to support the functioning of Strategic Working Groups and as such will form part of Core Groups. Accountable to the ISG, 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; budget decisions are to be circulated to Working Group members with a 3-day window for comments and objections, after which decisions can be confirmed on a no-objection basis;
- 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 Global Secretariat calls for expressions of interest ahead of Working Group meetings, 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 the duration of the strategic plan cycle. Renewals of this mandate or new appointments will preferably take place with staggered terms, to balance continuity with renewal of leadership.
- 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 an ISG 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 ISG 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.

In case neither the chairs nor the co-chairs are able to represent the Working Group at the Global Steering Group, the WG members should select alternative representatives.

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 ISG or other network bodies, or approach the Working Group independently.

- A GPPAC member can join a working group by submitting a brief introduction 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 ISG. 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, and the Peace Portal is at the disposal of working groups for sharing updates internally and/or with the broader network, where this would not be detrimental or exclusive to members without access to these technologies. Each Working Group will report on its priorities, activities and results at least once a year to the ISG.

The Working Group chairs form part of the Global Strategy Group, which meet at least once per year. Together, they are responsible for ensuring connections and strategic coherence between the different working groups, ensuring that the activities and outputs from the different groups support and inform each other. The Global Secretariat oversees these connections in day-to-day operations, by identifying opportunities, risks and achievements in this regard.

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 possible⁸.

⁸ GPPAC Charter: IV.1 Use of Consensus Decision Making and Voting, articles 73. and 76

A budget will be allocated to each of the Strategic Working Groups and, where possible⁹, to the thematic working groups, 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 linkages and strategic coherence of the plans are discussed by the Global Strategy Group;
 - 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.
-

⁹ Depending on secured funding and possible donor restrictions