

Internal rules of SECORES

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1. Scope

1.1. SECORES is a network of active members organizing activities on social-ecological resilience in Belgium and partner countries around three axes: (a) exchanging and learning; (b) advocacy; and (c) creating synergies. The network offers a platform for a broad range of actors to participate in these activities. The internal rules aim at creating a network and platform with an informal character, easy and open access and a workable and flexible functioning.

1.2. These Internal Rules concern the **practical organisation** of the platform, while the Fundamentals sets out the reasons for the establishment, vision and mission, objectives and target group of the network and platform.

2. Membership

2.1. There are two types of members: (a) core members; and (b) members.

- ♦ **Core members** are the members of the thematic Joint Strategic Framework (JSF) on resilience of social-ecological systems. They have a financial commitment in the network, manage the network via the Steering Committee and attach at least a part of their program co-financed by DGD to the thematic JSF.
- ♦ **Members** are Belgian organizations actively involved in exchanging, organising activities, and/or lobby and advocacy on social-ecological resilience. They do not contribute financially and do not participate in decisions on the functioning of the network. Members subscribe to the vision, mission and objectives described in the Fundamentals. They are research and higher education institutions, governmental actors or actors of civil society having a link and an affinity with social-ecological resilience in the framework of development cooperation.

2.2. Actors wishing to **become a member** shall inform the coordination (see § 6) in writing (by e-mail or letter) with a summary of their activities and logo and attesting that they subscribe to the Fundamentals of SECORES. The coordination will submit eligible applications to the Steering Committee that decides on the membership. After ratification, the actor will be mentioned on the website of SECORES.

2.3. Members are invited to commit to one or more of the **working groups** (see § 4). Members who do not participate in a working group and in the annual Members' Assembly are asked to confirm their membership at the start of a new calendar year.

2.4. Members can **withdraw** from SECORES at their own request. This decision is communicated in writing (by email or letter) to the coordination, which shall report it to the Steering Committee.

2.5. The membership of an organisation may also be **terminated** by the Steering Committee if the organisation in question no longer meets the conditions for membership.

2.6. Members shall refrain from any verbal or physical behaviour deemed harmful or detrimental to the proper functioning of the network and/or to the other members of the network. Failure to do so can result in termination of the membership.

2.7. Activities (working groups, seminars, trainings, exchanges, ...) can also be opened to other actors that are not members; they are called here 'external participants'.

3. Steering Committee (SC)

3.1. The **Steering Committee** supervises the day-to-day operation of the network and takes decisions concerning its structure, internal procedures, strategic orientations/priorities, multi-annual plan and attached budget, etc. It is also the body responsible for strategic and substantive relations with the Government. The SC is also responsible for the follow-up of the independent grouping created to finance the network and for the monitoring of working groups and other activities.

3.2. For the period 2022-2026 the SC consists of the **core members** as described in §2.1. Each core member decides who will be its representative in the SC and its substitute. DGD and ENABEL are invited as observers to the SC for matters related to content, strategy and activities.

3.3. **Chair:** the members of the SC choose amongst themselves the chairperson. The duration of the chairpersonship is 2 years; this duration can be changed by the SC. The role of the chairperson is (a) to prepare the agenda of the SC together with the coordination (see § 6) and to lead the meetings of the SC; (b) to provide oversight of the coordination's and the network's functioning related to its objectives; (c) to preside the annual Members Assembly (see § 5); and (d) to act as external spokesperson, representing the network to press and during opening sessions and events. The last role can be delegated to other members of the SC according to their speciality and availability.

3.4. **Meetings:** the SC meets around four times a year. Additional meetings can be proposed by the coordination and/or the SC members. The invitation, agenda and preparatory documents are sent at least one week in advance by the coordination. At least half of the SC members should be present at a SC meeting. Absentees can be represented by their substitute. If this is not possible, they give a proxy to another member in case of a vote. Reports are made by the coordination and submitted for approval to the SC members within two weeks.

3.5. **Decisions:** the SC prefers to take decisions by consensus. If a vote is required, this is done by a simple majority of those present. Between meetings, urgent decisions can be taken by e-mail. For this purpose, a clear question is prepared by the coordination and the chairperson with a deadline to reply. Those who do not reply agree with the proposal.

4. Working groups (WG)

- 4.1. **Working Groups** are active around clearly defined topics, in relation to the vision, mission and objectives of SECORES (see Fundamentals) and in the framework of the current Multiannual Plan.
- 4.2. Any core member or member can **propose a WG** willing to lead it. The SC evaluates the relevance and coherence with the fundamentals of SECORES and its multiannual plan. After approval by the SC, the WG can start and be lead by the member, with support from the coordination. Any member can also propose ideas for WG without interest to lead it, in which case the SC only approves it if the SC sees it as a topic it wants to lead.
- 4.3. Members of SECORES are asked to participate in at least one WG. **Active participation** implies attendance at meetings, participation in activities, contributions by e-mail, etc. WG and/or activities organized by a WG (seminar, training, ...) can also be opened to external participants as described in § 2.7 if the latter can give an added value, or if the WG considers them as an interesting target group.
- 4.4. Each WG appoints a **lead** by consensus. The coordination (see § 6) cannot fulfil this role. The lead is the contact point and is responsible for the organisation and smooth running of the meetings.
- 4.5. A WG can be established for a **short or long** (up to unlimited) period. The members of the WG draw up an (annual) planning. At the end of this planning period, either a new planning with the same theme (different output) is drawn up, or the decision is taken to terminate the WG.
- 4.6. The WG describes its **goals, planned outputs, methods and foreseen steps and timing**. These should be concrete and may require the commitment of the WG members between meetings. External experts may be invited to participate in a meeting to contribute to the proposed operational outputs.
- 4.7. If the proposed activities require a **budget**, this budget request together with the planning is submitted to the SC, who will evaluate it according to the available funds.
- 4.8. The WG appoints an internal **reporter** and the lead ensures that the report of each meeting is sent to the coordination within two weeks. The lead ensures also contact and if necessary oral report to the SC. An annual summary of activities is prepared for presentation at the Members' Assembly.
- 4.9. For the organization of concrete activities (event, workshop, publication, ...), **support** will be given by the coordination as far as possible. If insufficient time is available, the SC will evaluate how to find additional resources.
- 4.10. WGs try to **connect** as much as possible with other networks and platforms (in Belgium, partner countries or international) and with other thematic and country Joint Strategic Frameworks.

5. Yearly Members' Assembly (MA)

- 5.1. Once a year, all members are convened in the **Members' Assembly**. The invitation will be sent at least one month in advance.
- 5.2. The chairperson of the Steering Committee **chairs** the meeting. The agenda is prepared by the coordination in consultation with the SC. Agenda items can be proposed by members within a deadline that is communicated at the time of the first invitation.
- 5.3. **Fixed agenda items** are: (a) general overview of the implementation of activities (coordination/ Steering Committee); (b) situation and/or results of the working groups; (c) presentation of new members; (d) discussion of proposals for renewing existing WGs and/or for setting up new WGs.
- 5.4. The **agenda and preparatory documents** are sent out at least two weeks before the meeting. The coordination takes care of the **reporting** of the meeting.

6. Coordination

6.1. The **coordination** works closely together with the chairperson and is accountable towards the Steering Committee.

6.2. The **role** of the coordination is:

- to identify the relevant actors (in Belgium and in the partner countries);
- to set up a dynamic community (wider than the members of the thematic JSF) for exchange, learning, advocacy (including as much as possible partner organizations);
- to support working groups and activities organized by working groups as meetings, exchanges, trainings, etc. using a mix of digital and live methods, collaborating as much as possible on existing events in Belgium and in partner countries;
- to ensure proper reporting and to ensure a smooth flow of information between participants (website, SharePoint, ...);
- to organise an annual satisfaction survey followed by the Members' Assembly to discuss progress, opportunities, challenges, themes, and priorities;
- to monitor the progress of the actions and to discuss it with the steering committee;
- to organise the Steering Committee and the Members' Assembly (invitation, logistics, report, documents, ...).

7. Communication

7.1. The coordination ensures there is an up to date **website** and produces a **newsletter** (at least 2 per year). Communication with members is mainly by e-mail. For sharing documents between members of the SC en of WGs, specific Teams will be created.

7.2. The **working language** of the network is English although flexibility is foreseen to allow a broad range of actors to participate. For public events in Belgium, invitations will also be in French and Dutch. Reports, documents etc. will mostly be in English. If human and financial resources allow, translations can be foreseen in Dutch, French and/or Spanish, but limited to important documents and/or big events. The website will be in English and French.

8. Evaluation

8.1. An annual **satisfaction survey** followed by the Members' Assembly is foreseen to discuss progress, opportunities, challenges, themes, and priorities.

8.2. If financial resources are available, each 5 years, the functioning of SECORES will be **evaluated**. This can be part of the evaluations of the program of the core members, or with additional resources from DGD for the evaluation of Joint Strategic Frameworks. The Steering Committee will be actively involved in the elaboration of Terms of Reference, the follow up of the evaluator, the analysis of the evaluation report and the writing of the management response.

9. Validity

9.1. The Internal Rules **entered into force** on 12 September 2022.

9.2. Possible **amendments** shall be decided by the Steering Committee, based on written proposals motivated by one or more core members or members.