



GLOBAL CONSORTIUM OPERATIONAL FRAMEWORK

I. GOVERNING STRUCTURE

The Global Consortium is organized into three principal structures: the Secretariat, the Steering Committee and Working Groups.

I.1. Steering Committee:

- The Steering Committee is constituted to provide an overarching framework for the operation of the Consortium, to foster partnership and to enable the exchange of views on all matters regarding the Consortium and its work.
- The Committee will be comprised of one representative from each of the original partner institutions and will meet once a year in a place that will be decided upon in advance.
- Membership of the Steering Committee will be reviewed every two years in order to evaluate institutional participation of the partners within the Consortium and the replacement and/or inclusion of new institutions as the priorities of the members or the Consortium may change.
- The Committee will attempt to reach decisions through consensus. When this is not possible, the Consortium Chair will have the casting vote.
- **The main responsibilities of the Committee are to:**
 - Periodically review the Consortium's overall strategies and priorities.

- Review progress against objectives and agreeing upon the ongoing work program.
- Discuss and confirm the annual core budget and budgetary allocations.
- Consider proposals for new Working Groups, establish Working Groups and appoint Working Group Conveners.
- Discuss and approve proposals for program funding from Working Groups.
- Prepare and submit periodic reports to Consortium funding organizations.
- Liaise with the Advisory Group, providing it with regular reports and responding to its advice and recommendations.
- Oversee the fulfillment of commitments assumed by the Consortium with the donors.
- Promote and strengthen the network of partners and permit the interchange of experiences and areas of focus regarding the work carried out by the Consortium.
- Define the criteria for the incorporation of new partner institutions to the Global Consortium and make decisions based upon their applications.

I.2. Secretariat:

- A single lead institution will coordinate the Global Consortium.
- This institution will have day-to-day responsibility for coordinating the Consortium and administering the agreed upon program of work and activities.
- The Consortium's lead institution will establish a small Secretariat that will include a full time Director Coordinator and a full time Consortium Executive Manager, who will coordinate Consortium business on a day-to-day basis and report to the Consortium Director Coordinator.
- The Secretariat will also include support staff with skills in general administration, financial management, IT, advocacy, and communications.

The main responsibilities of the Secretariat will be:

- Act as chief coordinator of the Consortium's activities and work program within the framework of priorities established by the Steering Committee.
- Chair the Steering Committee and provide recommendations to the Steering Committee on changes in the Consortium's strategy or priorities.
- Account to funding organizations and partner institutions on behalf of the Consortium including responsibility for the monitoring, reporting and fulfillment of the Consortium's objectives and contractual obligations.
- Oversee the Consortium's financial affairs including management of the core budget, preparation of annual accounts and advice to the Steering Committee on the budgetary implications of decisions.
- Act as principal spokesperson for and representative of the Consortium.
- Develop the Consortium's overall strategies for communication, dissemination and knowledge exchange; policy engagement; and broad-based participation.
- Screen and approve membership applications according to agreed criteria in consultation with the Steering Committee.
- Facilitate networking, communication and day-to-day liaison between partner institutions, Working Groups, Advisory Panel, funding organizations, members, and other key bodies.
- Develop a funding strategy in coordination with the Steering Committee.
- It will be the role of the Secretariat to coordinate the schedules meetings of the working groups to advance synergistic processes that will yield the highest quantity of attendees.

I.3. Working Groups

- *See section on Working Groups Operational Framework.*

II. ADMINISTRATION AND FINANCING

- The Global Consortium is financed through the collaboration of donor institutions from different regions of the world.
- Contract with donor institutions is realized through partner institution where the Secretariat is located.
- The Secretariat is in charge of administering the financing of each project and soliciting the partner institutions conveners for reports and certifications necessary to complete financial reports required by the donors.
- Each working group is administered by a coordinator from one of the partner institutions who will maintain contact and coordinate directly with the Secretariat in order to carry out the donors' commitments.
- The Secretariat will directly administrate Fellowships, Small Grants, Publications, Steering Committee annual meeting, policy dialogues and Annual Colloquium Budget.

III. MEMBERSHIP

- The Consortium will encourage the broad-based participation of organizations and individuals working on security and development issues at different levels and in various capacities across and within different regions via a membership structure.
- Membership will be non-hierarchical and open to a range of organizations, associations and individuals including, but not limited to, academic institutes, researchers, activists, advocacy organizations, civil society organizations, journalists, policymakers, and practitioners, formal and informal networks.

III.1.Membership Criteria

Civil society institutions qualified for membership to the Global Consortium are those that:

- Prove to have an ample history of academic nature, of cooperation or social intervention, and development in subject matter regarding security.

- Prove examples of political and social insertion, locally or regionally, recognized by other institutions from the same sphere.
- Have among its professionals experts in the subject of security.
- Can guarantee economic sustainability.
- Publish in a periodic manner their work and studies on the subject of security.
- Are known and recommended by at least one of our partner institutions.

III.2. Membership Benefits

Each institution will benefit from membership in the Consortium through:

- Insertion into a network that cooperates at the international level and promotes the interchange of experiences and knowledge in regions of similar development: South-South cooperation.
- The regular interchange of ideas, foci, and current experiences in different regions of the world.
- Active participation in debate and comparative research groups on the subject matter.
- Access to publish and diffuse in a global manner the work and carried out and the produced documents.

III.3 Membership Responsibilities

The partner institution must:

- Participate actively in the network through the diffusion, publication, and interchange of experiences involving the various activities of the Consortium.
- Collaborate on the management of tasks regarding coordination, publication, diffusion, and communication realized by the Secretariat (web page, colloquium, publications, etc).
- Collaborate on the management and coordination of the small grants and fellowship programs.
- Collaborate actively with the process of the submission of accounts and technical and financial information agreed upon with our donors.
- Coordinate and maintain direct contact with the Secretariat on a periodic basis.

III.4. Application for Membership

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- Institutions interested seeking membership should present a statement of purpose in the form of a letter to the Steering committee, justifying their interest in participating and detailing their objectives.
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- It corresponds to the Steering committee the decision regarding the requirements for membership of an interested institution and defining the quality of its membership.
- The partners will meet when they consider it pertinent to discuss new members with acknowledged experience and economic stability to participate in or coordinate a working group.

IV. MONITORING AND EVALUATION

- In order to assess impact, quantitative and qualitative measurements will be considered by the Secretariat.
- Internal and external evaluation processes will be considered as an integral part of the design of the Global Consortium. These mechanisms will help GC members to review its procedures as well as to consolidate its substantive work.
- The Secretariat will prepare a report of activities and a financial statement every year to be submitted to the Steering Committee.
- The report of activities will consider a set of indicators to measure the advancement of the project including: number of hits in the webpage in a monthly basis, number of e-documents downloads, number of e-bulletin distributed annually, number of institutional and individual contact information on the webpage, e-mailing list contact information, number of requests processed by the Secretariat annually, meetings hold by members of the Consortium, op-ed editorials in mass media produced by members of the Consortium, among other indicators.
- Working Groups will prepare a summary of yearly activities to be submitted to the Steering Committee.
- At the end of the second year of the project, the Steering Committee will select an external independent reviewer who will proceed to evaluate the GC on the basis of the main objectives and activities developed by the Consortium. The work will include at least a visit to the Secretariat and the elaboration of a written evaluation to be submitted to the Steering Committee at the end of the third year.

V. NORMS OF TRANSPARENCY AND ACCOUNTABILITY

- The Global Consortium will develop high standards of transparency and accountability.
- The Secretariat will follow the same rules used by FLACSO-Chile in terms of financial auditing which includes an Internal Control Audit carries out by an international Auditing company.
- Funding sources as well as main financial reports will be sent to all members of the Consortium and they will be published on the Consortium website.
- The Secretariat's Executive Manager will be selected after an international competitive search organized by a specific Committee of the Consortium.
- Publications and competitive grant programs will implement a peer review process to ensure transparency and high quality of the products.