

# **SOUTHERN VOICE ON POST-MDG INTERNATIONAL DEVELOPMENT GOALS**

## **Strategic Framework, Governance and Operational Modality**

October 11<sup>th</sup>, 2017

**SOUTHERN VOICE**  
**STRATEGIC FRAMEWORK, GOVERNANCE AND OPERATIONAL**  
**MODALITIES**

1. STRATEGIC FRAMEWORK.....	2
SV's Vision.....	2
SV's Mission.....	2
Strategic Outcomes .....	2
Programme Areas.....	4
Level of operation.....	6
The balance between central organisation and enabling initiatives.....	6
Products & Activities .....	7
2. GOVERNANCE.....	10
Decision Making and Accountability Framework.....	10
Membership Criteria .....	11
Members' mutual expectations, rights and responsibilities .....	11
Individual researchers as Associate Members.....	11
3. EXECUTIVE STRUCTURE.....	12
Chair .....	12
Secretariat Composition .....	12
4. RESOURCES FOR THE NETWORK.....	14
5. STRUCTURE PROGRESSION.....	14
Timeline for progression.....	14
Work plan to Strengthen SV's structure and functioning (2017-2020) .....	14

## SOUTHERN VOICE ON POST-MDG INTERNATIONAL DEVELOPMENT GOALS

Southern Voice on Post-MDG International Development Goals is a network of 49 think tanks from Africa, Asia and Latin America, which serves as an open platform to stimulate, generate, disseminate and promote high-quality, evidence-based analyses for the global dialogue on the 2030 Agenda for Sustainable Development. Since its inception in 2012, Southern Voice has evolved into a vibrant network of think tanks dedicated to leveraging quality local data and research to not only enhance the discourse on the Sustainable Development Goals (SDGs), but also ameliorate the 2030 Agenda's impact on the Global South and beyond.

### 1. STRATEGIC FRAMEWORK

#### SV's Vision

Southern Voice envisages a world in which power has been realigned between countries, resulting in fair and equitable engagement on global issues, and advancing a world in which people's rights and needs are met and sustainable development is achieved.

#### SV's Mission

Southern Voice aims to contribute to a power realignment in inter-governmental relations on the SDGs. It does so by stimulating, generating, disseminating and promoting high-quality evidence-based analyses on the SDGs, from Think Tanks of the Global South. It embeds Southern research in global discourse on the SDGs, to promote space for deliberative evidence-based policy making and to ensure that governments and the global community are held accountable for effective delivery.

#### Strategic Outcomes

In the period to 2020, SV will work for these outcomes:

##### **SO 1: Power realignment**

*By 2020, Global South governments will have more ready access to high-quality evidence-based policy analyses from the Global South, contributing to a reduction in the power differential between countries of the Global South and others in discourse and decisions on the SDGs.*

##### **SO2: Evidence-Based Policy Making**

*By 2020, some governments of the Global South, and some inter-governmental fora, will review and change policies and approaches related to the SDGs on the basis of deliberative reflection on high-quality evidence.*

##### **SO 3: Accountability**

*By 2020, government agencies and actors such as SDG leads, and the UN system and other inter-governmental bodies, seek, welcome and respond to external inputs for improved participation and accountability for achieving the SDGs.*

##### **SO 4: Established and Engaged Network**

*By 2020, Southern Voice will have a firmly established governance structure and Secretariat able to support the full range of planned products and activities; systems that encourage and enable regional, thematic and self-organised groups to form and function effectively; and both core and project resourcing from a diverse range of donors that supports these while mitigating risk.*

Each of the strategic outcomes and related outcome and influence indicators are given below.

### Strategic Outcome 1: Power realignment

*By 2020, Global South governments will have more ready access to high-quality evidence-based policy analyses from the Global South, contributing to a reduction in the power differential between countries of the Global South and others in discourse and decisions on the SDGs.*

#### *Outcome indicators:*

1.1 Over time, some Southern governments have increased their engagement and leadership in global processes on the SDGs

1.2 Some Southern governments have adhered more closely to their global commitments on the SDGs

1.3 Government officials from countries in which SV members operate, and inter-governmental agency officials, are in a stronger engagement position as a result of access to evidence-based policy analyses.

#### *Influence indicators:*

1.4 *Publication usage:* SV publications are cited more frequently by 2020, as measured by independent citation indices; website hits and downloads for SV products have increased by 2020

1.5 *National:* each year SV can showcase examples in which they have advised national governments on their implementation strategies

1.6 *Inter-governmental:* each year SV can showcase examples in which they have participated in government delegations, inter-ministerial meetings or expert committees

1.7 *Flagship publications:* SV 'State of the South' report published every 2 years, and SV presents it at high-level official fora

1.8 *International development partners:* each year SV can showcase examples in which they have advised donors and other international development partners on their contributions to the SDGs

1.9 *Stronger capabilities:* each year SV can showcase examples of Think Tanks whose influence has been enhanced through their engagement with SV.

### Strategic Outcome 2: Space for Deliberative Evidence-Based Policy Making

*By 2020, some governments of the Global South, and some inter-governmental fora, will review and change policies and approaches related to the SDGs on the basis of deliberative reflection on high-quality evidence.<sup>1</sup>*

#### *Outcome indicators:*

2.1 Stories of change can trace changes (or retentions) of policy by governments or inter-governmental fora to the influence of high-quality evidence from SV members.

---

<sup>1</sup> The main target audience is governments of the global South, however 'other change agents' or development actors such as non-state actors, media and local, regional and international processes are means to an end and are intermediary targets and are also part of the influencing strategy,

*Influence indicators:*

*By 2020,*

2.2 Evidence from meeting minutes, policy documents, etc. demonstrates that governments and/or inter-governmental fora have made active use of high-quality evidence provided by SV members

2.3 Attendance records and invitations demonstrate that SV is recognised by governments and other influencers as a convenor of global discussions and can engage global partners

2.4 The agendas of deliberative fora demonstrate that SV has set, not just responded to, trends and agendas

Strategic Outcome 3: Accountability

*By 2020, government agencies and actors such as SDG leads, and the UN system and other inter-governmental bodies, seek, welcome and respond to external inputs for improved participation and accountability for achieving the SDGs.*

*Outcome indicators:*

3.1 Government (and inter-governmental) statements, reviews and reports of SDG progress acknowledge and respond to external reports and reviews of SDG progress.

3.2 Participation by a range of external stakeholders in governments' discussions and monitoring of SDGs has increased.

*Influence indicators:*

3.3 Reports and policy analyses by SV members, and SV collectively, are referenced, acknowledged and responded to in government and inter-governmental statements and SDG progress reviews.

To achieve this range of activities, Southern Voice will need to undertake substantial organisational development. A fourth Strategic Outcome covers this:

Strategic Outcome 4: Established and Engaged Network

*By 2020, Southern Voice will have a firmly established governance structure and Secretariat able to support the full range of planned products and activities; systems that encourage and enable regional, thematic and self-organised groups to form and function effectively; and both core and project resourcing from a diverse range of donors that supports these while mitigating risk.*

*Outcome indicators:*

4.1 Activity levels of a majority of members are high, with involvement in overall network governance and at least one active Working Group

4.2 A majority of members express satisfaction with their level of engagement in both governance and collaborative initiatives in the network

4.3 The products and activities in this strategy are satisfactorily delivered and resourced.

## **Programme Areas**

Southern Voice, after four short years, has built on the momentum of its positive start and strengthen its programmes, structures and systems to enable its member Think Tanks to have

greater collective effectiveness and impact. Over the period of this strategy (2017-2020), Southern Voice will work towards the above Strategic Outcomes through four types of programme areas:

**Convening:** Think Tanks engage with each other

---

- Bringing Think Tanks together, as a global network as well as at regional level and in thematic formations, enables them to work together at different levels; to learn from each other and build each other's capabilities; and to collectively influence governments, inter-governmental bodies and other actors towards the Strategic Outcomes.

**Research:** Think Tanks provide evidence and analysis

---

- The core business of all Think Tanks is research. As a network, we undertake new collaborative research and combine the results of our existing research agendas to increase their impact.

**Influencing:** Think Tanks advocate for change

---

- The purpose of our research together is to contribute to the Strategic Outcomes; we can only achieve this contribution if we consciously use our research and its results to build power shift; to encourage and require transparency and accountability; and to create spaces for deliberative policy formation.

**Learning:** Think Tanks improve capacity for quality of research

---

- Think Tanks have high levels of skills, knowledge and competencies; one benefit of working as a network is that member Think Tanks can learn from each other and become individually and collectively stronger. Across the membership, there are also possibilities for structured learning through, for example, training and exchanges. Southern Voice strengthens the skill for research and engagement with global and local policy contexts. Southern Voice will collaborate with other organisations that can provide the necessary training and support. Think Tanks' capacities, however, will primarily be improved informally through their engagement with, and learning from, each other.

## **Level of operation**

All four Programme Areas can make a contribution at three levels:

- *Global:* The SDG processes, and the inter-governmental bodies that steer them, are a key level of intervention for Southern Voice.
- *Regional:* Regional inter-governmental bodies are an important point of intervention where specific collaborations of Think Tanks can have a relevant role.
- *National:* All governments have made commitments on the SDGs. Supporting policy deliberations with evidence; working for transparency and accountability in the delivery of the SDGs; and enabling governments to participate in international events armed with strong evidence are key roles for individual member Think Tank at national level.

## **The balance between central organisation and enabling initiatives**

SV recognises that there are some areas in which the network will be most effective if activities are coordinated centrally. Equally, there are many areas in which groups of members taking the initiative can contribute to effectiveness and impact; in these cases, the role of the centre is facilitative and enabling. The table breaks down the intended products and activities to be carried out by 2020.

## Products & Activities

Level	SV flagship products & activities	Regional & thematic products & activities	Member-led group products & activities
<b>Sources of energy &amp; initiative</b>	<i>Initiated by SC &amp; Secretariat Led by SC &amp; Secretariat Participation by members</i>	<i>Initiated by SC &amp; Secretariat Led by members (Regional &amp; Thematic Coordinators) Participation by members Support from Secretariat</i>	<i>Initiated by members Led by members Participation by members Limited support from Secretariat (Possibly: quality control of products by SC)</i>
<b>Convene: Think Tanks engage with each other</b>			
<b>Global</b>	Biennial SV Research Conference & Assembly. Online forum/fora for inter-member engagement.	Thematic group formation on key themes or specific SDGs, that make key contributions to SV strategic interventions. Opportunistic use of other events for face-to-face meetings. Online fora/e-groups	Group formation on specific themes or SDGs that are important to some Think Tanks but not SV as a whole. Opportunistic use of other events for face-to-face meetings. Online fora/e-groups
<b>Research: Think Tanks provide evidence and analysis</b>			
	Biennial Southern Voice State of the SDGs (SVSS): themed, chapters from wide range of countries/Think Tanks. Other collaborative research products targeting knowledge gaps in SDG and related issues in global development; Partnerships for other collaborative research products developed with Think Tanks of the Global North as appropriate.	Thematic or regional group collaborative research products, on monitoring or policy aspects of specific SDG themes.	Group collaborative research products on monitoring or policy aspects of specific SDG themes
<b>Influence: Think Tanks advocate for change</b>			
	Release biennial SVSS at major international event, use to influence transparency, accountability, power balance & deliberative policy formation; Develop other flagship products, prioritising prospects for influencing SDG processes;	Targeted release of research products; engagement with relevant global & national officials & politicians specialising in relevant SDG; Develop partnerships with non-state actors for collective influence as appropriate	Targeted release of research products; engagement with relevant global & national officials & politicians specialising in relevant SDG or indicators; Develop partnerships with non-state actors for collective influence as appropriate



	<p>Develop SV's capacity for rapid-response influence using existing research products &amp; knowledge; Facilitate SV scholars' entry into opportunities for dialogue and influencing Develop partnerships with non-state actors for collective influence as appropriate</p>		
<b>Enable learning: Think Tanks improve capacity for quality of research</b>			
	<p>Identify common capacity gaps &amp; weaknesses; Seek capacity building programmes of other organisations to address; only where this is not available, address through training, exchanges</p>	<p>Engagement between members in thematic groups to learn from each other, build each other's competencies</p>	<p>Engagement between members to learn from each other, build each other's competencies</p>
<b>Regional</b>	<b>Convene: Think Tanks engage with each other</b>		
		<p>Biennial SV Regional Research Conferences &amp; Assemblies in years when no global Conference takes place. Regional e-group for on-going exchange &amp; engagement.</p>	<p>Ad hoc regional thematic sub-group formation on specific themes or SDGs, that are important to some but not all in the region. Opportunistic use of other events for face-to-face meetings; online forum/e-groups</p>
	<b>Research: Think Tanks provide evidence and analysis</b>		
	<p>Possibility of regional themes &amp; common conclusions emerging from SVSS synthesis.</p>	<p>Regional thematic group collaborative research products, on monitoring or policy aspects of specific SDGs or indicators</p>	<p>Possibility of regional ad hoc group collaborative research products, on monitoring or policy aspects of specific SDGs or indicators</p>
	<b>Influence: Think Tanks advocate for change</b>		
	<p>Targeted regional release of research products including SVSS; engagement with relevant regional &amp; national officials &amp; politicians specialising in relevant SDG or indicators;</p>		

		Develop partnerships with non-state actors for collective influence as appropriate	
	<i>Enable learning: Think Tanks improve capacity for quality of research</i>		
		Regional face-to-face opportunities & e-group enable members to engage & learn from each other, build each other's capacities.	Engagement between members in regional ad hoc groups to learn from each other, build each other's competencies
<b>National</b>	<i>Convene: Think Tanks engage with each other</i>		
	Enable national members to learn from each other & develop effective methodology for SDG Implementation and Monitoring		Create, lead or join national SDG Monitoring Fora. Individual Think Tanks' activity. Participate in, & lead as appropriate, regional & thematic groups
	<i>Research: Think Tanks provide evidence and analysis</i>		
	Possibility of national themes & conclusions emerging from SVSS synthesis.		Option of national chapters for SV State of the South report National contributions, as appropriate, to regional & thematic research products
	<i>Influence: Think Thanks advocate for change</i>		
			Use participation in, & products from, flagship, regional & thematic group research to build accountability, transparency, deliberative decision making by national governments
	<i>Enable learning: Think Tanks improve capacity for quality of research</i>		
		Participate in SV-wide activities, thematic & regional groups; contribute & gain from exchange & mutual learning.	

## 2. GOVERNANCE

### Decision Making and Accountability Framework

#### Southern Voice's Governance Structure



As a network, Southern Voice is accountable to its members. The **General Assembly** is the ultimate governing body of Southern Voice; ensuring that members have ownership of its direction, strategies, research priorities, constitution and rules. The General Assembly appoints a Steering Committee to oversee the network between Assemblies, and holds the Secretariat to account.

The **Steering Committee** is accountable to the General Assembly for governance of Southern Voice between biennial General Assembly meetings. The Steering Committee provides advice and direction to the activities of the network, and has oversight of the implementation of the strategy and programmes by the Secretariat. The SC can decide on the number of members depending on the work load, and regional needs. The number of members can be increased.

The **Secretariat** is the central hub of the network. It leads, enables and coordinates the members of Southern Voice to work together to achieve the network's mission and deliver its strategy. The Secretariat is accountable to the General Assembly through the Steering Committee.

Southern Voice is not a legally autonomous entity, therefore, one of the member organizations is the **Host Institution** of the Secretariat. It acts as fiduciary host of the Secretariat, and supports it in fulfilling its role as hub of the network. The Host Institution at present is the Centre for Policy Dialogue, in Bangladesh.

#### Decisions on Amendments to the Governance & Executive Structure

- The initial Governance and Executive Structure Documentation will be approved by the Steering Committee, as they are the result of an extensive consultation process.
- Thereafter, changes to these documents will be proposed by the Steering Committee to the General Assembly for approval.

#### Decisions on the Implementation of the Strategy

- The Steering Committee will approve the annual plan to implement the Strategy, that will be prepared by the Secretariat in coordination with the Chair and the Regional Coordinators.

## **Membership Criteria**

At present the membership of the network consists of 49 Think Tanks that have shown interest to be network members. SV is open to welcoming new members. In the short term these will be nominated by current members (and so limited and to some extent controlled through existing knowledge of their quality). Having built experience using this approach, SV will then open to applications from Think Tanks who may not currently be known to the network.

Criteria for membership is as follows:

- The organisation is a non-profit research organisation or Think Tank
- It works in a sustained way on issues that are related to the SDGs
- It is based in the Global South.

A relatively simple procedure for admitting new members will be used, with the Steering Committee approving nominations. Vetting will be done by the Secretariat, using the criteria above; Regional Coordinators will be consulted as part of this process, to ensure that existing regional knowledge of the organisation is used. The procedure will be:

- Current member nominates proposed new member;
- Secretariat checks that it is a non-profit research organisation based in the Global South, and that at least some of its work is on topics directly relevant to the SDGs;
- Secretariat consults Regional Coordinator;
- Secretariat recommends to the Steering Committee;
- SC decides and informs the nominator and nominee;
- Regional Coordinator calls the new member; Secretariat sends welcome pack.

## **Members' mutual expectations, rights and responsibilities**

SV will produce documentation of members' mutual expectations, and an outline of the rights and responsibilities of membership. At this stage of SV's development, however, members have not yet had the chance to engage sufficiently with each other to have a clear sense of what they would expect of each other. In the early phases SV will focus on creating the opportunities to engage with each other. A mutual expectations document will be developed for debate and discussion at the 2020 Assembly, and finalised thereafter.

## **Individual researchers as Associate Members**

There is potential value in bringing in individual researchers not attached to Think Tanks, to add angles and aspects to the collective research of SV. However, at present SV is still establishing its identity as a grouping of Southern Think Tanks, and this identity and branding would be watered down by varying the membership. While this is a helpful idea, it is not an immediate priority for SV. It will be reconsidered in the future.

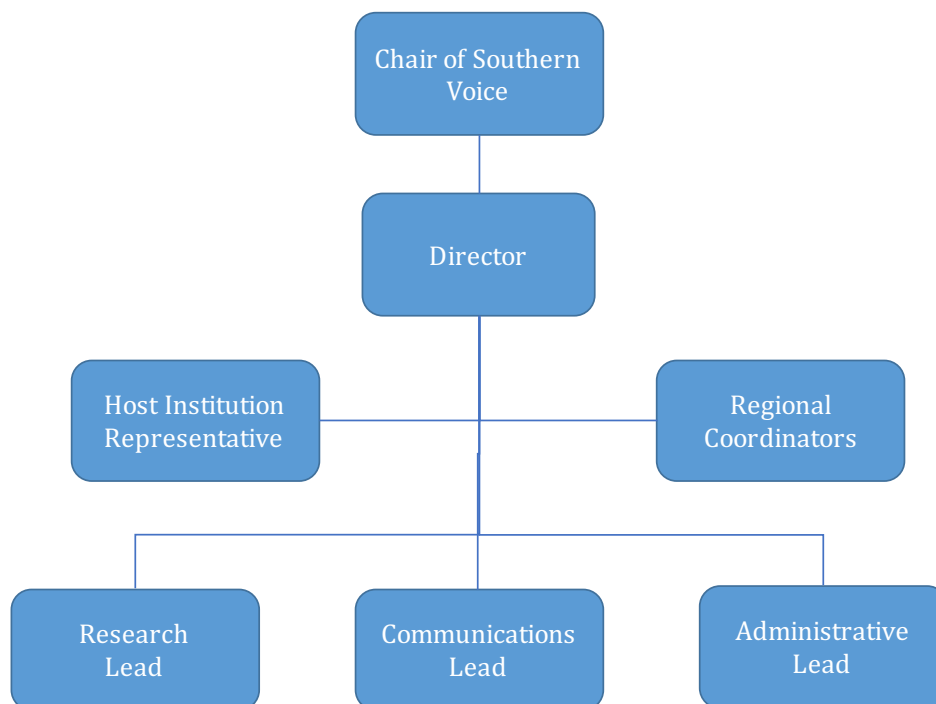
### 3. EXECUTIVE STRUCTURE

To carry out its strategy, Southern Voice has an executive structure that includes:

- **Chair**, who provides intellectual leadership and oversight to the work of the Secretariat.
- **Director**, who leads the Secretariat with overview and intellectual leadership of the Chair.
- **Regional Coordinators**, also members of the Steering Committee, support the implementation of the strategy with a focus on regional representation and relevance in coordination with the Director.
- **Representative from the Host Institution**, is the Director or a Senior Official from the Host Institution, that coordinates with the Chair and the Director all administrative and financial aspects of executing the strategy.

This section describes how the executive function of the network will work to deliver on the Strategy. A detailed description of each role will be included in the following section of the document. This structure is dependent on the availability of resources, and may vary as the network evolves.

#### Southern Voice's Executive Structure



#### Chair

The Chair of SV has a function both in the governance and decision-making process by presiding over the Steering Committee, as in the execution of the strategy by providing intellectual leadership, guidance and supervision to the Secretariat. The Chair is the main spokesperson for Southern Voice.

#### Secretariat Composition

The Secretariat acts as the central hub of the network. It leads, enables and coordinates the members of Southern Voice to work together to achieve the network's mission and deliver its strategy. The Secretariat is organized around the main areas of work of the network. The staff includes:

## **Director**

The Director is responsible to lead the Research Programme, build partnerships and manage the network. The Director works closely with the Chair to maintain the strategic vision of the network. He or she coordinates with the Regional Coordinators to implement the strategy its programmes in the different regions, and to maintain and build partnerships. The Director reports to the Steering Committee on the progress of the strategy and programmes. The Director will also play a key role in developing the network's research agenda, building the network, partnerships and outreach.

## **Regional Coordinators**

The Regional Coordinators are part of the Steering Committee, but are also part of the executing body and support the operationalisation of the strategy and programmes at the regional level. They are selected from the Think Tank membership to represent the region and the membership. They engage with regional partners, lead the organization of regional events, and other engagements.

## **Secretariat Support functions**

Three types of support are recognised as needed to carry out the strategy and the work plan of the network. They are support for research, communications and networking. These functions are managed by the Director and supported by the host institution. Based on current resources and work areas, each role is described below:

**Research Lead** – for the implementation of all the activities related to the conceptualizing, designing, and implementing the research agenda and programmes. An additional responsibility is the preparation of reports and documentation on progress of programmes for the Steering Committee and donors.

**Communications Lead** - for the implementation of the communications strategy, by developing and maintaining the different channels of communication with both internal and external audiences.

**Network Lead** – for the Steering Committee and the network as a whole by doing follow up of engagements with network members, and facilitating the network activities among members, and with the Secretariat. The Assistant provides organizational support for events, and maintains organizational records.

Depending on the load of work, and the number of programmes managed, additional research staff may be hired.

## **Representative of Host Institution**

The Host Institution houses the network and it with office space, some human resource support and also has the fiduciary responsibility for grants and donations on behalf of Southern Voice network. The representative from the Host Institution coordinates with the Chair and Director for the successful implementation of programmes. Some support functions from the host institution will be agreed upon. The current arrangement with CPD as the host provides the SV network with human resources for the secretariat, finance and administration support as well as publication coordination, web management, graphic design support.

## 4. RESOURCES FOR THE NETWORK

The network's activities and plans will be determined by the availability of financial and human capacity. This implies the need for finances and human resources to be available for the network activities – both at the secretariat and with the membership. The Chair along with the Director will take on the main role of raising funds while the other members of the Steering Committee also need to support the efforts to ensure financial and human resource availability.

Members can receive appropriate remuneration for their time in carrying out the activities related to the network or on specific research or other projects. In addition, based on funds, Southern Voice will try to meet travel expenses related to fulfilling the activities delineated above.

## 5. STRUCTURE PROGRESSION

As Southern Voice establishes itself, builds on growing engagement and activism by its members, and finalises its strategy for the next few years, it needs a parallel process for structuring itself over time to be able to respond to, and channel, members' activity and to ensure responsible governance and management of its growing programme.

Through an extensive consultative process including face to face workshops in Dar es Salaam, Tanzania; Negombo, Sri Lanka and Dakar, Senegal members have shaped the development of Southern Voice ambitions, structures, mapping out the way forward for the network. The process is set out as a series of steps that will

- Enable members to feel a growing sense of ownership and belonging;
- Thereby increasing their likelihood of taking initiatives and volunteering to take leadership roles in aspects of the work;
- Create a framework within which this will be done both to advance SV's flagship work and provide opportunities for members to engage with each other and learn from that engagement;
- Back up SV's strategy with the necessary human and financial resources.

### **Timeline for progression**

Included in the strategy and structure is a plan to hold biennial General Assemblies. These provide an opportunity to ensure endorsement by the membership of key developments and changes in structure. Not all changes require this endorsement, so developments will be completed by 2020, using Assemblies as key endorsement moments, with work progressing between the Assemblies. There will be a four-phase process:

- Action taken, and changes introduced, in 2017 (phase 1)
- Preparations made in 2017, for endorsement by members in Assembly in 2018 and action immediately thereafter (phase 2)
- Preparations made in 2019-2020, endorsed by members in Assembly in 2020, and introduced in 2021 (phase 3).

### **Work plan to Strengthen SV's structure and functioning (2017-2020)**

The decisions taken lead to the following work plan for the period to 2020. The principal means by which members can engage and take initiatives in the network are thematic, regional and other member-led groups. Much of the Strategic Framework depends on members being willing and able to take up leadership roles in these groups. There is a latent demand for members to have

the chance to engage with each other; turning this opportunities into reality is a major priority for SV, and it requires a number of early steps. These include:

- A good, ideally searchable, database or other mapping of members' current research interests and focuses, at least cross-referenced with the SDGs and possibly also in other dimensions, accessible to members. This is the most common demand from members in consultation, suggesting that they are eager to understand each other's work as a basis for being in contact with each other and exploring the possibilities of collaborative work. This makes this exercise a priority for SV.
- Regional Coordinators will maintain active communication with other members in their region. A phone/skype conversation about their expectations, wishes and preferences will be a good basis for proposing and forming thematic or other member-led groups, and for exploring with each member their potential and willingness to take up a leadership role in such groups.
- As discussed during the consultation, the Secretariat includes a position for network development. This position is currently provided as support from the host institution. This position could be critical for mobilising the membership in the ways outlined in the Strategic Framework and may need to be developed further as staff position – based on funding and the growth of the network, supporting development and leadership of initiatives, and ensuring they have the appropriate approval and support of the Steering Committee, is necessary for member engagement and initiative to emerge.
- The Secretariat will strengthen and deepen the means for members to communicate readily and directly with each other. An online platform, or a series of e-mail list serves, would facilitate this. In addition, a regular newsletter that updates members on each other's initiatives and ideas for formation of groups would enable them to engage with each other more readily.
- The biennial Assemblies create an ideal opportunity for members to discover each other, explore the potential for collaboration, and initiate formation of groups; part of the agenda will include structured means for them to do so.

In the following table each section (Membership, Member engagement & activism, Governance, Secretariat) is summarised and explained in the succeeding sections.



	<b>Phase 1</b>	<b>Phase 2</b>	<b>Phase 3</b>
	<b>Introduced in 2017 – 2018- up to general assembly</b>	<b>Endorsed by Assembly and introduced in 2018-2020</b>	<b>Endorsed by Assembly in 2020 and introduced 2021 onwards</b>
<b>Admission of new members</b>	Set simple criteria Accept new members on basis of nomination by current members	Open to applications for membership, using same criteria	
<b>Members' mutual expectations, rights &amp; responsibilities</b>		Mutual Expectations document	
<b>Dealing with inactivity</b>	Invite to Assembly, encourage & nurture	Encourage & nurture	If needed, develop criteria for removal or other sanctions, on basis of Mutual Expectations
<b>Individual researchers as Associate Members</b>	Keep institutional membership for the present. Consult on desirability at Assembly 2018	If desirable, set criteria, begin recruitment	
<b>Mapping &amp; creation of database or similar accessible log of members' research interests</b>	Determine dimensions of mapping Gather data from members. Set up database or similar Put it online, accessible to members. Use Assembly 2018 to enable member interaction, formation of groups, emergence of leaders	Improve database, assess its use by members  Use Assembly 2020 to enable member interaction, formation of groups, emergence of leaders	
<b>Regional Coordinators (RC) contact with members</b>	RCs talk with all members in their region, encourage & scout for potential leaders & participants for groups.	RCs talk with all members in their region, encourage & scout for potential leaders & participants for groups	
<b>Development of appropriate job description &amp; recruitment of network development staff</b>	In this phase, the network development will be done by the executive body with the support and specific activities lead by the administrative assistant.	Based on the growth of the network and funds, and endorsement by the SC, recruitment will be decided on.	
<b>Set up communications between members</b>	Set up platform for members to engage with each other	Increase communications on research findings and synthesis.	

	Use newsletter to alert members to each other's initiatives, opportunities to engage Devise communication strategy. Prioritise internal communications, member engagement and the SVSS.		
<b>Terms of reference</b>	Endorse and Use	Update on basis of experience	Endorse any updates
<b>Role descriptions &amp; criteria/person specifications</b>	Endorse and Use	Update on basis of experience	Endorse any updates
<b>Selection procedure &amp; terms of office</b>	Develop 2017; seek endorsement by Assembly 2018	Implement first completion of office, proposal of new SC members	
<b>Governance &amp; Executive functions</b>	Endorse suggested changes and Implement changes based on new Executive Structure	New structure functions Reflect the effectiveness and revise if needed	
<b>Secretariat capacity</b>	Reorganize work within the Secretariat according to the new Executive Structure, depending on funding availability. Secretariat will develop a strategy to for resource mobilisation, identifying and following up opportunities, & building on contacts made by Chair and other network members. Review Secretariat staffing on basis of strategy progress by end of bridge financing period; supplement if necessary	Assess structure – adjust as needed – may involve recruiting	
<b>Host institution</b>	The Centre for Policy Dialogue is the Host Institution. It ensures all posts other than administrative are advertised/headhunted across the Global South.	Support provided by the host institution to be revisited given the requirements of the network.	Rotate Host Institution – given the interest.