**TERMS OF REFERENCE:**

**RESILIENCE EXCHANGE NETWORK**

**March 2018**

# Background

International and National Non-Governmental Organisations (INGOs, NNGOs) in South Sudan work in all sectors across relief, recovery, rehabilitation, and development. The majority deliver humanitarian and basic services including: health, water and sanitation, education, shelter with others working in governance, human rights, civil society, and infrastructure development.

The Resilience Exchange Network was established on 1 February, 2018 following a meeting of interested INGOs to discuss issues around resilience programming, financing, delivery of humanitarian and development assistance to populations in need in South Sudan. A meeting of both INGOs and NNGOs was held on 22 February, 2018 to select a steering Committee and finalise terms of reference for the network. Resilience programming may be a potential solution to the increasing cost of the delivery of goods and services in an increasingly fragile context with burgeoning costs (USD 1.72 billion in 2018, increasing from USD 1.6 billion in 2017 and USD 1.3 billion in 2016).

There is a growing shift towards resilience programming and opportunities exist to ensure that communities can be supported to be more self-reliant. However, efforts and approaches to resilience are fragmented; and medium to long-term funding is limited in the South Sudan context. This is due, inter alia, to a history of cycles of violence eroding gains, the difficulty building partnerships with Government institutions at national and sub-national levels and a perception that resilience programming is not a viable option in conflict settings. There are, however, examples of successful and appropriate resilience programming which present opportunities to the current situation.

In the interests of establishing partnerships and collaboration on resilience programming, the following terms of reference (ToR) present the objectives and structure of the Resilience Exchange Network; and define the roles and responsibilities of the steering committee elected to manage the activities of the Resilience Exchange Network. The ToR is non-binding, however, the Steering Committee members have agreed to implement it with vigour and in the spirit of collaboration and partnership.

# Objectives of the Resilience Exchange Network:

* To facilitate **networking** and **coordination** of NGOs engaged in resilience programming in South Sudan.
* To provide a **platform** through which NGOs share knowledge, expertise and learning on resilience programming; and potential mainstreaming of the resilience agenda within and across development and humanitarian interventions in South Sudan.
* To provide opportunities for **joint representation and communication** on resilience programming with the wider humanitarian infrastructure through internal and external collaboration and engagement.

# Membership and Structure of the Resilience Exchange Network

* The Resilience Exchange Network is open to all interested national and international NGOs[[1]](#footnote-1).
* All NGOs proposing themselves as members of the Resilience Exchange Network must also be members of the South Sudan NGO Forum; legally registered and operating in South Sudan.
* The Resilience Exchange Network is coordinated by an annually elected Steering Committee of fiveNGOs representatives.
* The members of the Steering Committee are proposed by their respective head of agency and represented at senior management level where this is delegated by the head of agency.
* The process of annual selection of the Steering Committee will be agreed in advance however of the five members, the Chair and one sitting member will be retained for an additional year. Three new members will be selected. This is to ensure continuity. Where a sitting member wishes to retain membership on the Steering Committee, they may propose themselves for selection along with other nominees.

# The Steering Committee

* The network will be co-ordinated by the Steering Committee within the framework of these terms of reference and will coordinate through meetings, electronic networking, etc.
* The Steering Committee will serve for a period of one year starting 1March, 2018[[2]](#footnote-2).
* Members of the Steering Committee will meet regularly, at least monthly, to plan the activities of the network.
* The Steering Committee will ensure that minutes are kept of the proceedings at all meetings of the Steering Committee and the Network.
* Approved Minutes and additional documentation from meetings will be shared with all NNGOs and INGOs through the NGO Forum communication channels primarily and will be shared by each agency contact point.
* At the request of the Chair, or of three or more Steering Committee members, a meeting of the Steering Committee may be convened with reasonable notice, preferably five working days in advance.
* The Chair shall preside at all meetings of the Steering Committee. If the Chair is absent, the members of the Steering Committee present shall choose one of their number to chair the meeting.
* A quorum shall be three members of the Steering Committee.
* A member of the Steering Committee shall cease to hold position if their organisation: (a) ceases to be a member of the NGO Forum; (b) actively withdraws from the Resilience Exchange Network; (c) the organisation‘s representative is absent without good cause from three consecutive Steering Committee meetings; or (d) Steering Committee decide with justification that the member agency should cease to be a member
* The members of the Resilience Exchange Network and the Steering Committee members may propose changes to the terms of reference which will be agreed at a general meeting. The terms of reference will then be revised and circulated with the minutes of the relevant meeting proposing the changes.

# Roles and Responsibilities of the Steering Committee

* Coordinate the functions of the Resilience Exchange Network as outlined in this terms of reference or as proposed by members during regular meetings of the network
* Facilitate the formation of working groups, where relevant as the Resilience Exchange Network evolves.
* Develop plans and circulate to members to facilitate communication of events or activities organised by the Resilience Exchange Network members or other interested parties.
* Meet on a monthly basis, or as required to review the progress of the Network, and discuss next actions.
* Serve as a channel for donors, government stakeholders and other actors to network with the Exchange Network members, on issues related to resilience programming, and organise general meetings as required.
* Consult and develop shared positions on issues related to building resilience through lobbying, advocacy and influencing key stakeholders and policy formulation where this is prioritised by members.
* Provide a platform to share and discuss the measurement of resilience programming and how this differs from conventional M&E Tools.
* Identify the scope of resilience programming across NGOs in South Sudan; and facilitate mapping of resilience programming directly or through other means.

# Members of the Steering Committee

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| --- | --- | --- | --- | --- | --- |
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1. All member organisations agree to provide humanitarian and/or development assistance to the South Sudanese people regardless of ethnic background, political affiliation, or religious belief. Member organisations are nonpartisan, non-proselytising and do not participate in military activities. [↑](#footnote-ref-1)
2. The steering committee selected on 22 February 2018 will invite reconfirmation at the end of June 2018. [↑](#footnote-ref-2)