Draft Terms of Reference (ToR)
Scottish Peace Platform (SPP)

Draft

Purpose

This document outlines the proposed Terms of Reference (ToR) for the Scottish Peace Platform (SPP). It is a *working draft for consultation*, which may be amended following the SPP Annual General Meeting in October 2025. The ToR will guide the Platform's governance, membership structure, and ways of working, ensuring they reflect the Platform's proposed core principles of feminist, inclusive, and independent peacebuilding.

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Governance and Leadership

The aim of the proposed governance structure is to balance efficient coordination with participatory decision-making. The Scottish Peace Platform will be facilitated by a coordination team at Beyond Borders Scotland (BBS) and Edinburgh Law School (ELS), led by the SPP Manager. The SPP Manager reports to the BBS and ELS Scottish Peace Programme leads. The Platform's activities and content will be driven by its member organisations. A representative Advisory Board will be formed that will advise and support the Coordination Team and guide the SPP's strategy. This proposed model follows international good practice and is

based on the governance model of the Swiss Platform for Peacebuilding (KOFF) which operates in a similar fashion.

The proposed governance structure is as follows:

Platform Coordination Team

The Scottish Peace Platform will be coordinated by **the Peace Platform Manager**, who leads the day-to-day facilitation of the Platform and ensures its activities, governance, and membership processes align with its principles of feminist, inclusive, and collaborative peacebuilding. The Manager is supported by the **Project Officer**, who assists with coordination, logistics, communications, and implementation of Platform activities. In addition, the Platform will benefit from the support of **team members from Edinburgh Law School**, who provide technical guidance, research support, and expertise to strengthen the Platform's operations and strategic engagement with members and stakeholders. Together, this team ensures the smooth functioning of the Platform and the delivery of its objectives.

Platform Advisory Board:

The Advisory Board is the main steering body of the Platform, made up of representatives from Full Member organisations. The Advisory Board is based on KOFF's Board model that has worked well for Swiss peacebuilding organisations and the KOFF's coordinating team at Swisspeace.

It is envisaged that SPP members appoint the Board at the annual general meeting (AGM) in October 2025. To ensure inclusivity, similar to the KOFF model, it is proposed that, at a minimum, there is one representative of each key sector of the Scottish peacebuilding landscape (e.g. one representative from civil society, faith-based groups, non-governmental organisations (NGOs), academic institutions, the private sector, etc). There should be representatives from small, medium-sized, and large organisations.

Full Members appointed to the Board by the Platform members at the AGM appoint one primary representative and an alternate to the Board for the period of one year. If a representative leaves or changes role, the member organisation can nominate a replacement.

The Board will meet regularly (e.g., quarterly or semi-annually, with at least one meeting every quarter) to review the Platform's progress, provide expert advice, and guide strategic decisions. In particular, the Board will:

- Hold the Coordination Team accountable to its goals and review the Platform's performance;
- Review the SPP's work plans, and major policies (including TOR, Codes of Conduct, membership decisions);
- Advocate for the Platform's goals and its work.

The SPP Manager Peace Platform Manager will prepare and set up Board meetings, and Platform members will select a Chair at its first meeting post-AGM. The SPP Manager and Board Chair will co-lead Board meetings, support this coordination mechanism, facilitate internal governance, and mediate disputes, if necessary. Together with the SPP Manager, the Chair will jointly set meeting agendas, represent the Platform externally, and ensure the Platform's activities align with its values. They will work closely with the Board and members to implement decisions, address disputes, and maintain the integrity of the Platform.

In advance of each meeting, the SPP Manager will share a meeting agenda and a brief note to update members of the Platform's activities, achievements, and challenges to ensure Board members are informed and able to discuss key issues at the meeting.

The Advisory Board will be constituted for the first time at the first AGM in the autumn of 2025. To prepare decision-making at the AGM, members wanting to be considered for appointment to the Platform's Board should indicate this in their membership application.

Code of Conduct and Guiding Principles

Code of Conduct:

All members of the Scottish Peace Platform are expected to uphold the following ethical standards:

- Members should treat one another with respect, professionalism, and courtesy at all times, promoting a positive and constructive environment for collaboration.
- Members must promote inclusive practices and work to ensure that voices from marginalised groups, including women, youth, and grassroots communities, are heard and valued.
- Any form of discrimination or harassment based on gender, race, ethnicity, disability, or any other personal characteristic will not be tolerated.
- Members must respect the confidentiality of sensitive information and refrain from sharing private discussions without consent. Where appropriate, **Chatham House Rules** will apply: participants are free to use the information received but may not reveal the identity or affiliation of speakers or participants.
- Members must hold themselves and others accountable for their actions and ensure their contributions align with the Platform's mission and values.
- Beyond this Code, members should adhere to any specific policies the Platform requires, for example, safeguarding policies (to protect vulnerable participants), environmental sustainability guidelines for events (reflecting the climate obligations by the Scottish Government), or data protection protocols. Members should also commit to the Platform's Monitoring & Evaluation processes, such as participating in surveys or providing information needed, as appropriate.

- Members can note they are part of the Scottish Peace Platform, but should not speak on behalf of the Platform in external settings unless authorised (e.g. only the Chair or designated spokespeople give official statements). Any joint statements or publications under the Platform's name should be approved by the SPP Manager including the use of the SPP branding and logo.

Guiding Principles:

It is proposed that the Scottish Peace Platform will be built on the following core principles:

- We prioritise gender equality and the inclusion of diverse voices in peacebuilding, addressing the root causes and gendered impacts of conflict and inequality.

- We promote an inclusive, participatory approach, ensuring that peacebuilding is not dominated by elites, but reflects the needs and aspirations of all affected communities.
- We encourage collaboration over competition, valuing diverse expertise and fostering solidarity both within Scotland and globally, particularly with conflict-affected regions.
- All Platform activities will be transparent, with clear communication and mechanisms for holding leadership accountable, ensuring trust and integrity in all operations.

Membership Structure and Criteria

The SPP is intended to be a membership-driven network of organisations and individuals committed to peacebuilding in Scotland and beyond. Membership is open to a range of entities, from large NGOs to small grassroots initiatives, provided they meet the criteria below. Different categories of membership will allow flexible participation while ensuring the Platform's core group remains focused and effective. **The proposed membership categories are: Full Member, Associate Member, and Observer.**

1. Full Members (Organisational Members):

Full Membership offers the highest level of involvement with the Platform, and is open to organisations based in Scotland that are actively engaged in peacemaking, peacebuilding, conflict resolution, or related fields. Eligible organisations include NGOs, civil society organisations (CSOs), academic/research institutes, community-based organisations, networks or coalitions, relevant charities, faith-based groups, and private sector entities. Full members are eligible to be elected to the SPP Advisory Board.

Key criteria and expectations for Full Members:

- The organisation must have a demonstrated commitment to peacebuilding or conflict transformation, broadly defined (e.g., through programmes in mediation, dialogue, peace education, human rights, women's empowerment, youth work, reconciliation);

- The organisation must endorse the Platform's feminist, inclusive values (as described above) and agree to uphold the Code of Conduct and guiding principles described above;
- Full Members are welcome to include their activities and initiatives on the **SPP website**, launched in September 2025. After the initial round of membership applications, confirmed members will receive login details to enable them to post and share their work on the Platform members only area, facilitating greater visibility and collaboration within the network.
- Full members should have a base in Scotland and a significant portion of their work or network rooted in Scottish society, although they may also work internationally.
- There is no strict size requirement; both small volunteer-led groups and larger institutions are welcome. However, the organisation must be able to actively participate in the Platform activities.
- Full Members can put themselves forward for appointment to the Advisory Board and Board Chair, and propose activities and initiatives. Full Members must participate in at least one SPP event per year.
- **Membership is free**, though Full Members are encouraged to contribute by co-hosting events or in-kind support to ensure the sustainability of the Platform.

2. Associate Members:

Associate membership offers a more flexible or limited form of affiliation with the Platform. It is intended for entitied or individuals who may not meet all criteria for full membership but can still benefit from and contribute to the Platform's network. Associate Members might include:

- Individual peacebuilders or experts (e.g., independent mediators, retired practitioners, WiC 1325 Fellowship Alumnae based outside Scotland).
- Organisations based outside Scotland or international NGOs without a direct base in Scotland, which have a peacebuilding interest and/or activities in Scotland.
- Smaller community groups/initiatives that are not formally constituted as organisations.

Key points for Associates:

- Associate Members cannot normally serve on the Advisory Board unless the Board agrees. They cannot serve as Board Chair. However, the Board may invite Associate Members to Board meetings to observe or contribute expertise.
- Associates must commit to the Platform's values and Code of Conduct.
- Associates will have access to communications, the online platform, and invitations to workshops or training sessions. They can collaborate with Full Members on specific projects or consultations.
- An Associate Member that increases its involvement or establishes a base in Scotland may apply to become a Full Member through the standard process.

3. Observers:

Observer status is reserved for organisations and individuals that are not Scottish-based peacebuilding actors but have a significant interest in or relevance to the Platform's work.

Role of Observers:

- Observers may attend Platform meetings and contribute to discussions or offer advice but do not hold voting rights and will not serve as co-chairs or on the formal governance board.
- Observers are expected to respect the Platform's Code of Conduct and confidentiality rules.
- Observers will provide valuable insights, connect Scottish actors to international efforts, and help amplify the Platform's work externally. They can also play a crucial role in advocating the work of bringing global expertise to local actors.

Applying for Membership:

Organisations and individuals can apply for membership via the online forms on the Scottish Peace Platform's website (www.scottishpeaceplatform.org)

All applications will be subject to review by the SPP Coordination Team.

Membership Suspension:

Failure to adhere to the Code of Conduct may result in suspension of membership for up to six months, subject to review by the Advisor yBoard. This ensures that all members maintain the integrity of the Platform and contribute positively to its mission, Grounds for Suspension/Termination:

- Any behaviour that goes against the Platform's values, such as harassment, discrimination, or actions that harm other members or the Platform's reputation (e.g. advocating violence or engaging in corrupt practices).

- Deliberately disclosing sensitive information or misusing the Platform for personal, political, or unrelated agendas.

- Continued inactivity or failure to comply with Platform requirements, such as non-participation in meetings or non-responsiveness to communications and activities.

- If a member in a leadership position uses their role improperly or favors their own organisation in Platform decisions.

- If a member is involved in unethical or illegal activities outside the Platform that severely damage its credibility or association.

- Members can cancel their membership anytime by notifying the Platform Coordination Team via email.