

# Brave Movement Governance Guidelines

(Approved by SAGE October 2024)

## I. Introduction

The Brave Movement is a broad-based network of survivor-advocates and their allies that serves as a powerful and transformational voice to address sexual violence and abuse in childhood or adolescence (“**childhood sexual violence**”). It advocates for bold, ethical public policy solutions at the national and global level, with a primary focus on institutional actors -- including governments and the private sector. Brave leverages a global membership and a network of Regional and National Platforms to coordinate and empower local leadership that is dynamic and can advance the movement’s shared goals in an appropriate context.

To help secure these ambitious goals and maintain a values-driven culture, the Brave Movement has established a series of governance mechanisms. These mechanisms improve the coordination, operation, and implementation of the Brave Movement’s work. They are outlined briefly below:

- a. the **Board of Together for Girls (TfG)**, as the governing body of the host organization, has overall legal, financial and administrative responsibility for Brave Movement operations;
- b. the **Survivor Advocates Globally Empowered (SAGE)** is the principal advisory and strategy group guiding the development and focus of the Brave Movement;
- c. **Brave Movement Action Team (MAT)** is a group of professionals who support the Brave Movement to implement the agreed upon advocacy and campaigning priorities of the movement, as well as provide fundraising and operational services, in line with the advice and decisions of the TfG Board, SAGE, and Platform Leaders as appropriate.
  - i. The executive leadership of the MAT (“MAT Leadership”) includes the TfG CEO and directors who lead on campaigns, movement building, communications development, and operations.
  - ii. The MAT shall advise and inform the SAGE on team capacity, bandwidth, budget, and political analyses and opportunities to help inform SAGE prioritization and strategy guidance.
- d. **National and Regional Platforms**, the numbers of which will increase over time, are loosely formed groups of people and organizations who are members and allies of the Brave Movement and who have joined forces at national and regional level to achieve common objectives.

The following guidelines define the structures, responsibilities and working methods of the SAGE as the principal advisory and strategic entity within the Brave Movement.

As a global movement, Brave is deeply committed to championing and advancing diversity, equity, and inclusion (DEI) in all its forms. The membership and leadership of the SAGE as well as that of Brave task forces and platforms and the MAT reflect this commitment.

## II. SAGE: Survivor Advocates Globally Empowered

The SAGE brings together public survivor-leaders from around the world who have proven track records and peer standing for their advocacy and expertise. Focused on transformational change, its members are bound by a common purpose: to create a world where children and adolescents can grow up safely. They are the core of a powerful and transformational voice for systemic, socio-political and socio-cultural change.

The SAGE provides overall advice and strategic guidance for the Brave Movement, ensuring survivor voices are centered throughout. The SAGE operates as outlined below.

### A. Size, Structure, and Selection Criteria

- a. **Size and Structure:** The SAGE shall include up to fifteen (15) members, dependent upon the budgetary and operational capacity of the Brave Movement. SAGE members shall be individual advocates who come from different regions of the world and represent multiple different experiences as survivors of sexual violence against children and adolescents.
- b. **Criteria:** The following criteria shall be considered in the selection of individuals to serve on the SAGE:
  - i. they have experienced sexual violence in childhood or adolescence;
  - ii. they are a survivor who has publicly disclosed or identified themselves' as a survivor for at least two (2) years;
  - iii. they have the necessary support in their lives to engage in activism;
  - iv. they have a proven track record of success, are actively engaged in advocacy efforts, and are representing themselves/their organizations or other survivor networks;

- v. they represent diverse constituencies based on geography, race, sex, gender identity, and sexual orientation; and
- vi. they represent various forms of sexual violence against children and adolescents, including but not limited to sexual violence in institutional settings (e.g. religious, education, orphanage or state care, sports programs), within families, online etc.

c. **Ex Officio Membership for Host Organization:** The Brave Movement is a special initiative managed by a host organization. To ensure alignment with fiscal and legal requirements, the CEO of the host organization of the Brave Movement shall:

- i. serve as an ex officio member of SAGE.
- ii. serve as a non-voting member of the SAGE Leadership Group.

d. **Adoption of Mechanism for Constituency-based Selection:** Once the Brave Movement and its network of Regional and National Platforms have established guidelines and the capacity to conduct a formal nomination process, the SAGE shall adopt a mechanism for selecting members representing specific Brave Movement constituencies (e.g. Brave Platforms, Global Task Forces).

## B. Responsibilities of SAGE

- a. **Governance Responsibilities:** To fulfill its governance responsibilities, the SAGE shall:
  - i. receive regular briefings from senior staff of the Brave Movement on its activities, advocacy and programs;
  - ii. review the Brave Movement's annual high-level budget.
- b. **Strategy and Advocacy Responsibilities:** To fulfill its strategy and advocacy responsibilities the SAGE shall:
  - i. review and advise on the Brave Movement strategy;
  - ii. guide and advise on the Brave Movement's overall priorities and advocacy.
  - iii. support survivor voices by promoting deep trauma-informed engagement between and among survivors and allies around strategy and Movement goals, programs and activities;
  - iv. build a community of evidence-based practice for survivors that is rooted in both political action and healing; and
  - v. promote and inspire broad-based efforts to change norms, rewrite narratives, and reduce stigma.

## C. Selection Process and Term of Office

- a. ***Application and Nomination:*** Qualified individuals may indicate their interest in writing.
  - i. This shall be an on-going process; individuals can indicate their interest at any time. The list of interested candidates shall be vetted as they sign up and shall be considered a pool from which future SAGE members will be selected.
  - ii. Six (6) months before a SAGE member transitions (if the transition is generated by term limits), qualified individuals shall be selected from the pool of interested candidates.
  - iii. If the transition is not generated by term limits, the replacement process shall start as soon as the date of transition is decided.
- b. ***Selection:*** The Chair/co-Chairs shall establish a Selection Committee prior to the or the addition of a new SAGE member. This Committee shall review applicants based upon the SAGE eligibility requirements and select the new member.
- c. ***Term of Office.*** SAGE members shall serve two (2) year terms, subject to renewal in consultation with the SAGE Chair(s) and Co-chair(s) and MAT Leadership.
- d. ***Term Limits.*** Members shall serve no more than three (3) consecutive terms.

## D. Structure and Selection of Leadership

- a. ***Structure.*** The SAGE leadership shall consist of a Chair and Vice Chair. In line with Brave Movement values, either the Chair or Vice Chair role may be shared by two (2) individuals (e.g. co-Chair, co-Vice Chair)
  - i. The **Chair/co-Chairs** shall lead/facilitate all SAGE meetings. Specifically, they shall:
    1. provide input to the MAT in the preparation of SAGE meeting agendas;
    2. chair all SAGE meetings;
    3. help build/sustain a culture of trust, respect, cooperation, and consensus among SAGE members;
    4. facilitate members' discussion on the advocacy, campaign and program priorities of the Brave Movement;
    5. encourage SAGE's broader efforts to build a community of practice rooted in political action; and
    6. ensure that SAGE members adhere to the Brave Movement's values and Code of Conduct.

- ii. The **Vice-Chair/co-Vice Chairs** shall lead/facilitate SAGE meetings as when requested by the Chair/co-Chairs and support the Chair/co-Chairs in ensuring the overall functioning of the SAGE.
- b. **Selection.**
  - i. **Identification of Candidates.** There are two (2) complementary ways that the SAGE may identify leadership candidates.
    - 1. **Application.** Those interested in serving can submit a letter of interest for their preferred position, detailing their experience, skills, and reasons for wanting to serve.
    - 2. **Nomination.** SAGE members can nominate a fellow member for a leadership position, either by email or in a public meeting. Those nominated will then be asked to accept or reject the nomination.
  - ii. **Leadership Questionnaire.** Those who choose to move forward with their nomination will be asked to fill out a brief questionnaire on their vision for serving in the role and why they think they would be the best candidate. Their answers shall be distributed to all SAGE members, who will also hear from (and ask questions of) candidates in a private forum.
  - iii. **Voting.** Final selection shall then be determined by a vote of SAGE members. If there is more than one candidate for a position, the election shall take place via secret ballot so that candidates (and other SAGE members) cannot know who voted for whom.
- c. **Term.** SAGE members will be eligible to serve for two (2) year terms as Chair/co-Chair and Vice-Chair/co-Vice Chair, renewable for one (1) additional term. Serving in one of these capacities will not preclude SAGE members from seeking election to the other, so long as the total number of years in a leadership position does not exceed six (6) years.
- d. **Governance.** The Chair(s) and Vice Chair(s) shall receive regular briefings on the governance of Brave and SAGE. MAT Leadership shall notify the Chair(s) and Vice Chair(s) of applicable governance issues in a timely manner.

## **E. Timing and Conduct of Meetings**

- a. **Timing.** The SAGE shall meet bi-monthly. Additional ad hoc or extraordinary SAGE meetings may be called by the Chair/co-Chairs of SAGE or proposed by SAGE members, the host organization, or MAT Leadership.

- b. **Notice.** Notice of meetings with the confirmed date, time, venue, and agenda shall be provided at least two (2) weeks in advance of the meeting, except in exceptional circumstances as determined by the Chair/co-Chairs.
- c. **Meeting Materials and Agenda.** The MAT, in coordination with the Chair/co-Chairs and Vice Chair/co-Vice Chairs, shall distribute materials at least one (1) week in advance. The agenda shall clearly identify those items requiring action by the SAGE.
- d. **Quorum.** The SAGE shall conduct business only when a majority of members, including the Chair/co-Chairs or their designee, are present.
- e. **Voting.** Whenever possible, the SAGE shall make its decisions by consensus, operating in an environment of mutual respect and dignity toward each other. On those occasions when consensus cannot be reached, the Chair/co-Chairs may decide to call for a vote.
- f. **Meeting Minutes.** The minutes of each meeting shall be recorded by the MAT and made available to the SAGE, the MAT, and the Host organization.

## F. Removal

- a. **General Member.** Should any member of the SAGE not adhere to the Brave Movement's values or Code of Conduct, the Chair/co-Chairs shall consult with all relevant stakeholders to assess potential action, up to and including removal from the SAGE.
- b. **Leadership.** Should the Chair/co-Chairs or Vice Chair/co-Vice Chairs not adhere to the Brave Movement's values or Code of Conduct, or fail to fulfill their duties in a timely manner, SAGE members shall work with MAT leadership to assess potential action, up to and including termination of their leadership positions and removal from the SAGE.
- c. **MAT and TfG CEO.** Should any member of the MAT or the TfG CEO not adhere to the Brave Movement's values or Code of Conduct, or fail to fulfill their duties in a timely manner, SAGE members shall notify the TfG Director of Human Resources.
  - i. TfG has established multiple policies and procedures, in compliance with U.S. law, to report and address misconduct by employees, consultants, and leaders within the organization. Adhering to these protocols is essential to maintain compliance.

## G. Succession

- a. **Single Chair or Vice Chair.** In the event that one (1) of the Chair(s) or Vice Chair(s) steps down or is removed and the other remains in place, the SAGE shall decide whether to fill that vacant position immediately or at the next election of leadership.
  - i. **Chair(s).** Should a member of the SAGE step down for any reason, the Chair/co-Chairs, in consultation with the Vice Chair/co-Vice Chairs and MAT Leadership, shall recommend a replacement for consideration by the full SAGE membership.
  - ii. **Vice Chair(s).** Should the Chair/co-Chairs step down or be removed, the Vice-Chair/co-Vice Chairs shall assume the position of Chair until a new election can be held. Should the Vice Chair(s) assume the duties of the Chair or step down or be removed, a new election shall be held using the same procedures outlined in Section D above.
- b. **Both Chair(s) and Vice Chair(s).** Should the Chair/co-Chairs and the Vice Chair/co-Vice Chairs step down or be removed at the same time, the SAGE shall select a member from its ranks to serve as Acting Chair until new elections can be held.

## H. Participation Requirements and Good Standing

- a. **Participation Agreement:** SAGE members are required to sign the [Participation Agreement](#) and adhere to the values and code of conduct outlined within it.
- b. **Meeting Participation:** SAGE members are required to attend a minimum of four (4) meetings per year and to inform the MAT in advance if they are unable to attend.
- c. **Participation in Movement Activities:** SAGE members are required to participate in movement activities in order to advance the mission of the Brave Movement. It is understood that the nature and level of participation will vary among SAGE members and across different time periods.
- d. **Mechanisms for Participation:** SAGE members are encouraged to engage through established mechanisms for collaboration, campaigning, communications, or movement-building, including but not limited to:
  - i. Task Forces
  - ii. Committees
  - iii. National or Regional Platforms
  - iv. Campaign Activations
  - v. Strategic Communications

- e. **Recusal:** In the event that a SAGE member is directly or indirectly implicated in a matter under review by the SAGE, that SAGE member shall recuse themselves from all discussions and decision-making processes related to the matter. In the event that a SAGE member is directly or indirectly implicated in a matter requiring a formal investigation, that SAGE member shall recuse themselves from all SAGE activities until the investigation has concluded.

## I. Honoraria + Stipend Payments

- a. **Eligibility.** All active SAGE members who are in good standing are eligible for honoraria payments. To be in good standing, SAGE members must adhere to the SAGE Participation Agreement, attend a minimum of four (4) meetings annually, participate in movement activities, and contribute to the Brave Movement's goals.
- b. **SAGE Honoraria and Stipend Policy.** Honoraria payments and other stipends shall be evaluated and disbursed as defined in the [Honoraria + Stipend Policy.](#)

## ANNEXES

### ANNEX 1

*Revised: SAGE Approved September 2024*

*Original: SAGE/GSG Approved October 2022*

## **Principles for constituency-based representation on SAGE**

As indicated in Section II (A) above, the SAGE shall consist of up to 15 members, depending on the budgetary and operational capacity of the Brave Movement. At least 10 of these members shall be individual advocates who come from different regions of the world and represent multiple experiences as survivors of childhood sexual violence. Eventually, up to five (5) additional members could represent specific Brave Movement constituencies (e.g., regional and national platforms).

The purpose of this Annex is to propose general principles for constituency-based representation.

- 1) The SAGE shall determine, in consultation with MAT leadership, which constituencies will be represented on the SAGE. It may decide to bring on constituency-based members on a phased basis rather than taking on five new members at one time. It may also decide to rotate the additional members among a set number of constituencies.
- 2) Criteria shall be developed by SAGE for this selection - e.g., prioritization of groups, geographic distribution, etc. Each eligible constituency will be provided this criteria and propose a representative that aligns with them. It is understood that all proposed representatives must be survivor advocates.
- 3) The SAGE, in consultation with MAT leadership, shall accept these representatives if all criteria are met.
- 4) If a constituency-based representative steps down or fails to meet SAGE expectations/requirements, the constituency concerned shall be asked to name another representative. The SAGE shall accept the replacement representative if all criteria are met. The replacement will serve out the term of the original representative.
- 5) Constituency-based representatives may serve in SAGE leadership positions if elected according to the process set out in Section D of this document.
- 6) Constituency-based representatives will be expected to represent the views of their constituencies during SAGE discussions. Background documents will be circulated sufficiently in advance to make this possible. This will be outlined in the Participation Agreements of constituency-based representatives.