GIJTR WORKING PRINCIPLES

The guidelines below were brainstormed and drafted by partners of the Global Initiative for Justice, Truth, and Reconciliation (the Consortium) at its second annual meeting in South Africa in October 2015. The guidelines were approved by each Consortium partner and took effect June 2016.

While it is anticipated that all partners will act in good faith at all times, these guidelines were created to ensure effective and efficient functioning and to build trusting and cooperative relationships among partners. The purpose of the guidelines is to standardize Consortium partner operations and to increase transparency about processes and procedures.

1. **Transparency**
   o While partners have requested to not share their budgets and security plans with each other, project partners should strive to be as transparent as possible on all other aspects of projects.
   o Partners should include a conversation about activity ownership and allocation of joint costs in the first project call/meeting so that responsibilities are clear at project onset, especially regarding joint activities and monitoring and evaluation processes.
   o General security practices may be shared with project partners, and if several partners are traveling at the same time to the same place, all partners should contract the same security company, if possible, but execute separate contracts for each organization in order to adapt their specific plans to their needs and organizations' security protocols.
   o Project partners should regularly update other partners, over bi-weekly calls and as needed, about any project activities that they are conducting parallel to joint partner activities.
2. **Joint Approach to Implementation**
   o The Consortium's workplan template should be consistently used across all Consortium-related projects.
   o Partners are expected to have a joint workplan when working together on a project.
     ▪ All projects will be collaboratively developed and implemented; however, the workplan should clearly state which partner is taking the lead on which parts of each project.
     ▪ The joint workplan should include monitoring and evaluation activities, and should clearly state which partner is taking the lead on these activities.
   o Project partners are expected to comment on proposals and work within an agreed-upon and clear timeline provided by ICSC during the proposal development process.
   o All project partners must make themselves available for (bi-)weekly project calls at the agreed-upon date and time determined at the onset of the project, ensuring that at least 1 designated staff member/field staff working on the project is available to participate.
     ▪ If a partner cannot attend a specific call, it should alert the lead project partner in advance. The lead partner should ensure that any critical updates or follow-up tasks from the call reach all partners.
   o Project partners are expected to respond to partner emails within 48 hours of receipt.

- o Partners should create an agreed-upon boilerplate description of the project that they may use in communication with local partners, participants, and media according to the security and communication needs of each project.

3. **Deadlines**
- o Project activity and deliverable deadlines will be developed collaboratively by all project partners when the workplan is developed.
  - ▪ ICSC will advise on deadlines or changes in timelines, depending on DRL's needs.
- o For proposal and budget development, ICSC will set deadlines.
- o Deadlines take into consideration the needs of the project and DRL.
  - ▪ Given the collaborative nature of the process and the multiple projects being undertaken, a missed deadline affects other Consortium partners, local partners, DRL's reporting, and other Consortium projects.
- o Partners should ensure during the budgeting process that they have adequate resources – both personnel and otherwise – to complete the work in a timely manner.
  - ▪ Projects may be extended, at the sole discretion of ICSC and DRL, to accommodate project changes due to unforeseen, external factors.
- o When setting deadlines for project partners, the lead partner should adhere to the project workplan as closely as possible and allow partners adequate time to meet the project requirements.
- o Partners should be aware that a missed deadline impacts the work of the project, delays other partners, and may delay DRL's internal communication about project activities and deliverables, approval of project proposals, and other work.
  - ▪ If a partner anticipates that it will not meet a deadline, whether for a project activity or during proposal development, the partner should make all project partners aware with as much advance notice as possible so that other deadlines and activities that may be affected can be changed, if possible.
    - • For proposal development deadlines, a minimum of five days' notice is required in most cases, though, for certain proposal/concept note deadlines with a tight turnaround this timeline may not be applicable.
    - • If partners miss more than two deadlines during a proposal and budget development phase, they will not be included in the proposal.
- o Repeated missed deadlines during any phase of project development and implementation will warrant higher-level notification by ICSC including conversations with DRL and documentation in GrantSolutions.

4. **Unsolicited Proposal Timeline**
- o For any unsolicited concept note discussed and decided upon at Consortium meetings, involved partners should plan to complete a proposal within six months from the time of the initial discussion.
- o Edits between drafts of project proposals should take no more than two months.
- o Drafts of project proposals, including final drafts, will be shared among involved partners for review.

5. **Communication**
- o Project partners will be held accountable for regular and reliable communication.

- There should be a reasonable level of expectation regarding response and acknowledgement of a communication.
  - Partners should respond to or acknowledge a communication from any project partner within two working days unless otherwise noted.
- At the beginning of each project, partners should compile a joint directory of relevant staff, indicating their role in the organization.
  - In the case of more than one person working on a Consortium project, it should be noted who the primary point person is and which person(s) is secondary.
- The lead organization for a project activity should take responsibility for sending reminders about upcoming meetings or deadlines.
- Repeated lack of response will warrant higher-level notification by ICSC including conversations with DRL and documentation in GrantSolutions.
- Partners should not communicate directly with DRL about the Consortium or Consortium projects. As the lead of the Consortium, all Consortium communication, including all communication with DRL, should go through ICSC. ICSC may facilitate calls or other communication with DRL and Consortium partners.
- If partners have any questions about DRL-compliant practices, it is understood that they are welcome to ask ICSC for clarification.

6. **Addressing Conflict**
   - When there is conflict between partners, those involved should attempt to work out the issue before involving ICSC.
     - If necessary, partners should then contact ICSC to address the conflict.
     - Only if the conflict is not resolved after involving ICSC will DRL act as arbitrator.
       - Partners should not be in communication with DRL without first speaking with ICSC, and in rare cases only, will ICSC not facilitate the communication with DRL.

7. **Self-Reflection and Awareness Related to Race, Power, and Rank**
   - Given Consortium partners' work in diverse, local contexts and personal experiences, all partners should be aware of our relations with each other as well as local partners and participants as an organization and individuals.

8. **Respect for Local Knowledge and Expertise**
   - For developing and implementing in-country activities outside of their own contexts, Consortium partners are required to identify a local partner (an in-country organization or consultant) to provide relevant local knowledge and expertise. The local partner may also assist with mobilizing participants, organizing logistics and other tasks, depending on the project needs. In certain cases, this requirement may be met by working with a locally hired staff member.
   - Consortium partners should understand and recognize that local partners should be integrated into a project beyond organizing logistics for in-country activities.
   - Local partners should be given adequate time and compensation for services provided.
     - Each Consortium partner working with a local partner should have their own MoU outlining services and compensation so terms are clear from the onset. If multiple Consortium partners are working directly with the same local

organization on the same Consortium project, each partner should have a separate MoU with the local organization for the applicable discrete services it will be providing.

- When a local partner is required for development/implementation of joint project activities, Consortium partners will jointly identify a local partner; for project activities to be developed/implemented by a single Consortium partner, the Consortium partner may identify the local partner on its own and must inform the other project partners of the decision.
- No project partner is required to use ICSC's members/local partners on a project.
- Local partners should be regularly updated about the progress of a project and understand if they will be included in some phases but not others.
- Consortium partners may decide to not include local partners on the (bi)weekly partner calls, in which case the local partner should be briefed on relevant and pertinent information on a regular basis.
- If a local partner is working on one phase of a project and not another, they should be informed that they will not be required to participate in a specific phase.
- Additionally, local partners should be informed that there may be times that their local contacts may be brought in without the local partner's consultation.

9. **Managing Expectations of Local Partners**
   - Consortium partners should ensure that local partners are aware of TJ principles and understand the process and time that may be needed to realize the envisioned outcomes for a Consortium project.
   - Several Consortium partners often work with one local partner. Consortium partners should differentiate between each project/activity but also highlight how the projects/activities together address GIJTR's goals.
   - At the end of a Consortium project, or at another time if more appropriate, there should be a conversation with the local partner about next steps and expectations after the project's end date.
     - Questions to address include: further funding; if the project should be continued and, if so, how; if the Consortium partner would like to be a part of the project if it moves forward; the Consortium partner's exit strategy.

10. **Payment Process Overview**
    - The total time between a Consortium partner's submission of a payment request to the payment's arrival in the Consortium partner's bank account can take up to three weeks, due to the time needed for ICSC to review and approve the payment; request the payment from DRL; receive DRL approval of the payment; receive the payment in ICSC's bank account; send the payment to the Consortium partner; and have the payment arrive in the Consortium partner's bank account.
      - Depending on the size of the payment and the location of the project, additional approval may be required by DRL, ICSC's bank, and/or the Consortium partner's bank, adding additional time to this process.
    - With several partners requesting quarterly fund transfers for several projects, ICSC has established quarterly deadlines, outlined in each partner's MoU, to receive the payment

request. This ensures that ICSC can request one large drawdown of funds from DRL, combining all partners' quarterly requests.

- o When requests are submitted to ICSC after the deadline, it creates a delay because the late request must be made as a second request only after ICSC receives the first drawdown.
- o If a partner requires funds urgently, it may send the request at least ten business days before the quarterly requests are due. Extra-quarterly payment requests will be approved on a case-by-case basis by ICSC.

11. **Consortium Proposals, Publications and Other Materials**
   - o While it is anticipated that partners will act in good faith, all partners must request permission from ICSC, or the relevant Consortium partner, to use any Consortium publication, Consortium proposal materials, any other Consortium-related products, or any language excerpted from them, for individual organizational purposes.
     - ▪ Individual organizational purposes requiring permission include, but are not limited to, non-Consortium proposals, blog posts, newsletters, annual reports, media interviews, etc.
   - o ICSC, or the relevant Consortium partner, reserves the right to refuse use of Consortium language for non-Consortium-related activities.
   - o For publications that emerge as products of Consortium projects, ICSC will act as final editor of the publication and have executive control over its content.

12. **Media and Publicity**
   - o If Consortium project partners communicate with media or engage in publicity events about the Consortium or a Consortium project, partners must get consent from ICSC to discuss the project publicly, and, if permission is given, must:
     - ▪ Use the boilerplate material that was created for the project;
     - ▪ Identify the project and your institution as a part of a larger Consortium of partners; and
     - ▪ Send relevant press coverage to ICSC for archival purposes.
   - o As a courtesy to workshop participants, facilitators, and guests:
     - ▪ There should be either a verbal or written consent at the onset of a workshop/meeting/training with local participants to determine their comfort with being photographed and/or recorded, and for what purposes; and
     - ▪ In general, partners (including individual staff) are expected to respect the privacy and security of participants when choosing what, if any, aspects of the workshop/meeting/training to publicize, keeping in mind that any project-specific security/confidentiality policy supersedes individual workshop conversations.

13. **Commitment to Peer Learning and Contributing to the Field**
   - o Partners should make a reasonable level of effort to learn about Consortium work as well as partner work outside of the Consortium.
     - ▪ If any partner's project (within or outside the Consortium) is particularly noteworthy, partners may share highlights or an overview with other partners.
     - ▪ If Consortium or partner work is showcased in a publication, this may also be shared with project partners.

- o Consortium partners should provide a platform for new and emerging voices in the field, and profile local expertise whenever possible.

14. **Evaluations**
    - o All partners are responsible for collecting F indicators for their activities, and the lead partner on a given project is responsible for ensuring compliance with the project's DRL-approved M&E plan.
    - o The Consortium's final project evaluation questionnaire should be used for all Consortium projects.
    - o ICSC is responsible for hosting a final evaluation call and administering the questionnaire with all project partners.
    - o To the extent possible, partners may consider peer-to-peer monitoring and evaluation of a program (in which a partner which is not working on a program can serve as an evaluator).

15. **Unspent Funds**
    - o All unspent funds must be returned to ICSC via wire transfer within 15 days of the end of the project.
        - ▪ If a project partner would like to request a no-cost extension, this must be requested at least 30 days in advance of the project end date to ICSC.
            - ▪ The no-cost extension may not exceed 12 months.
            - ▪ There must be a programmatic need to continue the work.
            - ▪ There must be sufficient funds to cover the continued work.
            - ▪ ICSC reserves the right to deny a no-cost extension at their own discretion.
    - o ICSC's compliance officer will work with DRL to determine how best to reallocate the unspent funds.

16. **Sharing Lessons Learned**
    - o Partners may choose to share their project evaluation reports among other partners working on the same project.
        - ▪ Evaluations are based on each project's logic model as well as monitoring calls that will take place either on an ongoing basis or at the project's midterm and completion (to be determined at the project onset).
    - o In the final project evaluation, project partners should include a section on lessons learned, in order to help shape and inform future projects.

17. **Accountability and Decision-Making**
    - o As the lead partner, ICSC is responsible for any final decision-making, in consultation with DRL.
        - o When necessary, ICSC will make executive decisions to ensure the good standing of the Consortium, grant compliance, quality control, and safety and security, as well as to ensure that all projects meet the Consortium's objectives and overall goal.

18. **Consortium Partners and Point Persons**
    - o Consortium partners should nominate one point person to serve as the main liaison for all Consortium matters, with additional point persons as needed for different projects.
    - o When a point person is no longer a partner's key contact for Consortium or project-specific matters, it is the partner's responsibility to orient the newly appointed person regarding Consortium operations and project progress.

- o ICSC will vet new point persons in their capacity as Consortium and/or project liaisons and will address any issues with the partner as needed. If necessary, ICSC may raise ongoing issues with DRL.
- o It is expected that all partners will align with the Consortium's core values and objectives, as outlined in these working principles, in other Consortium-wide documents, and in project-specific materials.
  - o A partner that repeatedly acts in ways that are inconsistent with the Consortium's core values and objectives, or that jeopardize the good standing of the Consortium, grant compliance, quality control, and safety and security, may face removal from the Consortium, in consultation with DRL.

Acknowledged and approved by: _____

Signature

_____

Organization

_____

Date