

DRAFT 26 July 2008

PEACEBUILD

PRINCIPLES OF OPERATIONS FOR WORKING GROUPS¹

Introduction

- These principles flow from the Peacebuild By-Law Number 1.

General Principles

- * Awareness and responsiveness -- to beneficiaries' needs and interests and to members' needs and interests.
- * Accountability -- to beneficiaries of the activities of the Working Group, members of the Working Group, to the Peacebuild Board of Directors, and to funders.
- * Transparency -- of decision-making, financial accounting and reporting processes.
- * Effectiveness in programming -- setting realizable goals/objectives, rigorously reporting on how goals are met, not met or partially met; terminating or correcting unsuccessful activities.
- * Efficiency in use of resources -- making the most cost-effective use of financial resources; ensuring the best value for money spent (e.g. competitive tendering); using competent, skilled people for tasks that necessitate special skills or competencies.
- * Democratic -- representative and accountable decision-making, priority setting, and management of activities.
- * Inclusiveness & membership renewal – identification of, and outreach to, non-member or overlooked peacebuilding actors across Canada enabling them to participate more fully in the network (i.e., children and youth, members of various diasporas, individuals living outside of Ottawa, Francophones and Aboriginal peoples).

Types of Peacebuild Working Groups:

- Working Groups set up by the Peacebuild Board of Directors to assist in specific tasks or projects of the Network; and

¹ Working Group is the generic term used within Peacebuild. 'Working Groups' may have a reason to use a different term. Approval will be required from the Peacebuild Board of Directors. In addition, these principles will be applicable to any *ad hoc* groups formed from time to time within the Secretariat or among Working Groups.

- Working Groups formed by NGOs/institutes on specific countries, regions or issues directly related to peacebuilding.

Establishment of Working Groups

A working group on a geographical area or thematic peacebuilding issue can be proposed to the Board of Directors by members of the Board, interested groups of NGOs, institutes, individuals, and other actors. At least one of the proposing organizations or individuals must be a member in good standing of the Peacebuild Network, having paid the annual membership fee.

The Peacebuild Board of Directors will consider applications to set up a Working Group based on a proposal which includes the general and specific programming objectives of the Working Group, a work plan and a list of participating agencies and/or individuals supporting the proposal.

The Peacebuild Board of Directors may reject or approve the proposal. If the proposal is rejected, the Board will inform the applicants in writing of the reasons for its rejection.

A Working Group will elect a Chair and Steering Committee and inform the Peacebuild Board of Directors of procedures followed and results. The Chair and Steering Committee will total at least five members, all of whom must be Peacebuild members and/or formal representatives of organizations that are members in good standing of Peacebuild.²

Established Working Groups

Already established Working Groups will annually submit to the Peacebuild Secretariat a list of members and identify the Chair, Co-Chair and at least three ordinary Steering Committee members.

Following the election of a Steering Committee, the chair of the Steering Committee will, via the Secretariat, regularly inform the Peacebuild Board of Directors as to:

- * changes to the Working Group's general and specific objectives;
- * methodologies for achieving those objectives;
- * its work plan;
- * membership and structure.

The term of office of the Steering Committee of the Working Group will be for a period of 24 months or as determined by the Working Group.

² Peacebuild's Communications Officer is responsible for ensuring that annual membership subscriptions are paid either by individual members of the Steering Committees or their sponsoring organizations.

Sixty days prior to the expiration of the Steering Committee's mandate, it will carry out an election to reconstitute the Steering Group.

General Operations

In any official or public communications for the Working Group will acknowledge its connection with Peacebuild, for example presenting the group as the Peacebuild Working Group on X. All print or electronic publications produced by the Working Groups will, at a minimum, incorporate the Working Group logo, and may also include a promotional and descriptive paragraph specific to the Working Group (available in Peacebuild's *Publications and Brand Guide*).

Peacebuild is not mandated by its members to take positions on issues. Thus, any public statements of the Working Group or privately communicated statements on behalf of the Working Group, for example letters to government ministers, must include the statement that the communication comes from the Working Group, be signed by at least three members of the Steering Committee of the Working Group, and include a list of the organizations and individuals who have endorsed the letter.

Joint Working Group activities and projects are strongly encouraged to enable the pooling of resources, the identification of cross-cutting gaps in knowledge and practice, and the in-depth exploration of emerging areas of expertise. Such activities also contribute both to intra-network cooperation and development, and further promote Peacebuild's brand and added value as a unique catalyst and facilitator of dialogue, consultation, collaboration, knowledge synthesis and information sharing.

Working Group Reporting and Areas of Responsibility

The Coordinator of each Working Group reports directly to his/her Working Group Steering Committee. The Steering Committee, represented by its Chair, is responsible for providing overall guidance to the Coordinator and directly oversees the governance of the Working Group. After consulting with the Steering Committee, the Chair reviews and signs off on Working Group reports and proposals, and advances these and other similar documents to the Secretariat.

In turn, the Secretariat reports to the Board of Directors, which, together, assume financial and legal liability for the Working Groups and the network as a whole. The Working Group Coordinator and Chair of the Steering Committee will also be invited to present regular updates to the Board of Directors (maximum two times per year).

If, however, the Working Group Chair is regularly unavailable or foresees being unable to assume a leadership responsibility for an extended period of time (e.g. out of country), he or she may delegate his/her responsibilities to the Working Group's Co-Chair or, should he/she not be available, to any other member of the Steering Committee.³ Any change in a Working Group's

³ Similarly, should the Working Group not have a Chair, the other members of the Steering Committee may assume the latter's responsibilities.

governance structure is to be communicated in writing to both the Working Group's Coordinator and Peacebuild's Deputy Director. If no Steering Committee member is available, the Deputy Director may be requested by the Chair or, in his/her absence, members of the Steering Committee to temporarily assume a specified number of the latter's responsibilities with the full knowledge and approval of the Steering Committee. The expectations of the Deputy Director, including his/her duties and the duration of the Chair's absence, are to be detailed in writing and communicated to the Coordinator, the Deputy Director and Executive Director.

The Steering Committee Chair is also tasked with ensuring that open and ongoing communication both within the Working Group and between the Working Group and the Secretariat is maintained in order to ensure the smooth functioning of the network. The Chair may be assisted by the Working Group Coordinator. If, however, neither the Chair nor the Coordinator is able to ensure such open communication or requires additional assistance, the Secretariat may intervene with the approval of a majority of the Steering Committee.

Steering Committees shall hold regular meetings (on average, once every 4 months) to exchange information and discuss the direction, planning, finances and other governing needs of the Working Group. The Deputy Director will attend such meetings as an ex-officio member of the Working Group in order to:

- provide Steering Committee members with direct communication with and access to the Secretariat, as well as knowledge to broader network and foreign policy developments;
- learn of Working Group activities, needs and concerns;
- ensure compliance with network By-laws, Working Group Principles of Operation, the Strategic Directions document, the Business Plan and funding requirements;
- follow up on previous reports, proposals or similar documents produced by the Working Group; and
- identify and support the exploration of both potential funding opportunities for the Working Group and joint-activities with other Working Groups.

As a representative of the Secretariat, the Deputy Director will not have voting privileges within the Working Group and shall recuse him/herself from Working Group decision-making processes or any discussion where conflicts of interest may arise. Also, Steering Committee members may opt to hold particular sections of their regular meetings independently of the Deputy Director. His/her degree of participation shall be identified in the agenda, which will be circulated to all those invited in advance of the meeting.

Through its Steering Committee the Working Group is also responsible for:

- * developing and ensuring compliance with Working Group Terms of Reference (copies of which are to be made available to both the Secretariat and the Board of Directors)
- * providing to its members, the Peacebuild Board of Directors and Secretariat a detailed and standardized proposal for, and regular reports on, Working Group activities based on the templates provided to the Coordinator and Steering Committee by the Secretariat (and informed by funders' requirements), which shall be completed by the Coordinator, reviewed by the

Steering Committee Chair and submitted to the Secretariat in keeping with a schedule of deadlines to be provided by the latter.⁴ The Deputy Director is responsible for follow-up on reports and assisting Working Groups resolve problems and address needs.

- * informing its members and the Peacebuild Deputy Director and Communications Officer of all upcoming activities;
- * providing copies of minutes, reports of workshops, research reports, etc to its members and the Peacebuild Deputy Director and Communications Officer to share with the Network.

Staffing & Contracting

Staff or contractual employees of Working Groups receiving operating funds raised in conjunction with Peacebuild from donor agencies will be employed by the Peacebuild Secretariat or by a legally constituted organization which is part of the Working Group and whose representative is a member of the Steering Committee of that Working Group and is an organizational member of the Peacebuild Network.

The terms and conditions of Working Group staff employment will be agreed upon by the Steering Committee of the Working Group and the Peacebuild Secretariat, and approved by the Board of Directors of Peacebuild.

In order for Working Group members to tender for a Peacebuild contract developed by the Working Group in question, a number of minimum standards must be met:

- The selection process must be well documented by the Chair and Hiring Committee, including a 2-page report providing a clear justification for the choice of contractor or consultant;
- Persons involved in the development of the Terms of Reference for a Peacebuild contract cannot bid on the contract in question; and
- Calls for expression of interest must be posted widely defined as, at a minimum, distribution via Peacebuild's listservs, e-newsletter and e-bulletin.

Delegate Selection

The Working Groups and Secretariat of Peacebuild are called upon from time to time to delegate representatives to national and international events.

A standard selection process for use within the Working Groups and Secretariat contributes to a fair process of selection and maximizing the value to the network as a whole

⁴ The Secretariat shall take every measure to ensure that reporting internal to Peacebuild does not unnecessarily burden Working Group Coordinators and Steering Committees or duplicate funders' reporting requirements.

Selected delegates should clearly represent the appropriate Working Group and Peacebuild as a whole. Reporting back to the Working Group or network is a primary requirement.

The selection procedure for delegates representing Working Groups would be carried out by the Steering Committee and the Coordinator. Selection of delegates from Peacebuild as a whole would be done by the Secretariat with input from at least two members of the Board of Directors. Before deciding on a delegate or delegation the Working Group/Secretariat must:

- identify the purpose and value of providing representation
- identify time required, reporting and any other obligations flowing from participation
- identify experience and knowledge required to effectively participate in the event
- Identify financial costs for participation and any follow-on obligations

The next step would be to call for expressions of interest within the appropriate Working Group or the network as a whole. The 'call' should contain:

- background information on the event, nature, scope and duration of the delegates direct participation and the obligations stemming from that participation
- a statement of required and desired personal qualifications and attributes
- a request for a statement of value-added to the Working Group and/or Peacebuild as a result of the delegates participation in the event
- a call for a commitment to fully participate in the event and follow-on activity, especially feedback/reporting to the Working Group or network as a whole
- a request for a statement of what financial support would be required by the delegate(s) for the event and any follow-on activity

Identification of alternate delegates would be beneficial. Working Group Coordinators and Secretariat staff with requisite expertise may be considered as alternate delegates

Peacebuild Support

A Working Group can also raise funds from other sources. The following conditions apply:

- * copies of proposals, fundraising letters, etc., must be submitted to the Peacebuild Deputy Director, who will submit these to the Peacebuild Board of Directors
- * the Working Group and the Peacebuild Board of Directors must, via the Secretariat, reach agreement prior to the fundraising effort as to whether the project holder will be Peacebuild or one of the Working Group members;
- * direct mail solicitations to the general public on behalf of Peacebuild Working Groups are not appropriate;
- * the Peacebuild Secretariat will provide policy and administrative support to Working Groups and will enable the dissemination of the findings and lessons learned from the

various Working Groups to Peacebuild members and other interested parties, including the general public.

Dissolution of Working Groups

If a working group wishes to dissolve itself, the Steering Group should report this decision and the reasons for it in writing to the Peacebuild Secretariat.

The Peacebuild Board of Directors may dissolve a Working Group. In such case, the Board will inform the group in writing of its intention, setting out the reasons for dissolution, and then meet with members of the Group to discuss the situation before making a final decision.

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