



## WORKING GROUPS OPERATIONAL FRAMEWORK

### I. General Terms

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#### I.1. Objectives:

The working groups have been conceived as spaces for research and comparative analysis of security issues in different regions of the world. They have also been constructed as spaces for the gathering of different actors, such as researchers, public agents, and political activists.

The principal objective of the working groups is to generate new knowledge and share foci and experiences to promote new subjects and points of view in security agendas at the global level.

Our objective is to achieve this through the development of research projects that incorporate methodologies that permit the comparison of subjects among regions. These groups should also promote the involvement of different actors through the development of participatory research methodologies and encourage thinking and debates about the links between social inequality and security dynamics.

The GC will make a relevant contribution to existing efforts at the national and international level to address security issues in a way that connect people's daily life with policy outcomes.

## II. Definition of Working Groups

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- The definition of the subject matter for each group will be decided upon by the group based upon the proposal of one of GCST members.
- The defining and financing of the groups will develop in accordance with regional priorities as well as the subject areas handled by the various donor institutions.
- An open call submission of working group proposals will be implemented by the second year in order to involve other institutions within the Consortium.
- The basic criteria for establishment of a new WG will include:
  - i. Identification of a suitable institution willing and capable of leading the working group as a WG convenor.
  - ii. A clearly defined intellectual agenda with themes and research questions that fit with the Consortium's overarching priorities.
  - iii. The support of at least three other institutions from at least two other regions willing to participate in the working group.
  - iv. A comprehensive set of objectives and outcomes and a well-defined program of work to achieve these.
  - v. Details of proposed strategies for policy engagement, communication and dissemination, and ensuring participation of alternative voices, especially of poor and marginalized people.
  - vi. A draft budget plus proposals of funding organizations to approach.

### III. Working Group Operation

#### III.1. Constitution of each working group:

- With the objective of promoting comparative analysis among regions, each working group should consider the participation of different institutions from at least two regions of the world.
- With the objective of promoting the impact on public policy, each group should consider the participation of different actors linked to the subject; in addition to the researchers, the groups should also incorporate public and social agents that work in the field pertaining to the subject matter in differing capacities.
- In each working group, participating members will be from the Consortium's partner organizations as well as independent researchers presented by one of the partners.
- Regional quotas for the participation of working groups will not be presented, but the Consortium requests representation from at least those regions represented by the Consortium.
- Once the topic of the working group is defined, the group will designate a team coordinator who will send to all of the partner's information about the topic and the group's objectives. In this manner, the interests and necessities regarding the subject will be interconnected among each of the regions.

#### III.5. Coordination and Administration

- Responsibility in terms of administration, management, and coordination of all of the activities contemplated, developed, and completed by each working group will fall under one partner institution (convenor).
- Each of the responsible partner institutions will select a team coordinator of the project with whom the Secretariat will establish direct contract for the planning and implementation of the project's working agenda.

- Each responsible partner institution will be solicited for a working agenda that incorporates the activities and products contemplated throughout the 20 months of work.
- The problems that may be generated in terms of coordination among partner institutions will be mediated in the first instance by the Executive Secretary and secondly by the Steering Committee.
- The team coordinator should also send information on the working group's project to the Secretariat so that it can be incorporated on the Consortium's web page.
- The team coordinator will be chosen by the members or be invited especially to lead the project in accordance with his or her knowledge in the specific area.
- The team coordinator will have a small organizational group (2 people) dedicated to the work related to the Consortium.
- Scheduled working meetings for each group will be coordinated with the Secretariat and the partners to advance synergistic processes that will yield a larger quantity of attendees.

### III.2. Periods of Development

- Each working group will operate officially between December 2009 and November 2010.
- An initial phase for design and elaboration of the working agenda will last for 3 months (December, January, and February). Beginning in March 2009, the working groups should be functioning normally.

### III.4. Working Meetings

- With the objective of generating an effective interchange of ideas and experiences, the group should promote the participation of new and diverse actors at meetings scheduled by the partner institution responsible for each working group.
- At least two working meetings will be carried out that involve diverse actors from at least two regions of the world (one at the beginning and one at the end of the project).
- The partner institution responsible for each working group will be in charge of the objectives, selection of the participants, planning, and organization of each meeting.
- The costs associated with each meeting will be incorporated in the general budget of each working group and will be administered by the responsible partner institution.
- Not carrying out an activity initially proposed in the budget of the working agenda should be justified with at least 4 weeks advance notice and presented to the Steering Committee.
- At least one member of the Steering Committee will participate in the annual meeting of each working group.

### III.6. Publications

- Each group should consider as final outputs digital and printed publications, contingent upon the nature of the publication. Among the publications, at least 1 book, 4 working papers, and 6 policy briefs should be completed.
- The responsible partner institution will be in charge of editing each of the working group's documents.
- The book constitutes the principal product associated with the working group, incorporating the results of the investigative research carried out in comparative terms. Its contents, authors, and length will be proposed by the partner institution to the Steering Committee, and both will define the final version in a cooperative manner. Its publication will be in both digital and printed versions in the original language.

- The working documents will comprise a theoretical engagement with the problem or specified topic. Their length will be 12,000 words each and the partner institution will be in charge of defining the contents. Editing and publication will be realized digitally, after which documents will be disseminated on the web page in the original language.
- Policy briefs will be conceived as instruments for the diffusion of ideas and practical approaches towards the specified subject incorporating an analysis of public policy. Publication will be realized digitally through the web page and digital newsletter. The selection of documents for diffusion through the newsletter will be carried out in an impartial manner among various working groups in the original language.
- All publications will be diffused through the project's web page and the quarterly newsletter in the original language.

### **III.7. Finances: Expense Details and Transferring of Funds**

- The Secretariat is responsible for financing the groups and will submit the administrative reports necessary to the donor entities based on the information received from the partner working group coordinator.
- Each working group will rely on a total of US \$200,000 that will be administered by the responsible partner institution.
- The amount will be transferred by the Secretariat to each institution convenor in this way:
  - Newly established Working Groups will be provided with seed corn funding from the Consortium's core budget to support their initial work of exploring ideas, preparing literature reviews, formulating research proposals and undertaking pilot projects. This transfer will be administered three months from the working group's initiation when the partner institution submits its first report on planning and the work agenda. The partner institution responsible should attach a general budget for

honorary expenses, activities, and planned products or outputs.

- Beyond this, Working Groups will be able to bid for Consortium program funds (subject to availability) by submitting proposals in the required format to the Steering Committee. Working Groups will be accountable to the Steering Committee for the use of these funds. Additionally, Working Groups will be encouraged to apply independently to regional and international funding bodies and organizations for specific projects and initiatives.
- Each partner institution will devise an Expense Invoice associated with the project and sent it to the Secretariat.
- Not realizing an activity previously considered must be reported and justified to the Steering Committee at least four weeks prior to its scheduled date in the general agenda, and the budget will subsequently be recalibrated.

### III.8. Diffusion and Presentation of Results

- Working groups will have a virtual space for daily communication established on the Consortium's web page as well as chat rooms.
- Each partner institution responsible for the working groups must periodically send news with respect to events, meetings, trips, seminars, products, and publications to the Secretariat. All of these activities will be diffused through the Global Consortium's web page.
- Each partner institution must designate someone responsible for the aforementioned tasks in order to establish direct contact and to coordinate regularly with the Secretariat regarding these issues.
- With the objective of generating an impact on the regional environment, each working group should carry out a seminar of international nature with the goal of diffusing and exchanging ideas and principal findings of the research being done on the specified theme. In this regard the groups should consider the

participation of various international actors from the public and private sectors (politicians, authorities, public agents, activists, researchers, etc.).

### III.9. Products

- Keeping the aforementioned in mind, the principal products undertaken by each working group are:
  - 2 annual work meetings in the country of the responsible partner institution.
  - 1 international seminar for the presentation of results
  - 1 book, 4 working papers, 4 policy briefs.
  - 6 work reports (Planning, Progress, and Results)

## IV. Project Completion

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- Overseeing the completion of the project will be undertaken by the Secretariat, which will be in direct contact with the coordinator of each WG. Follow-through will be realized through the submission of progress reports and the final report.

### IV.3. Reports, periods, and contents

- With the objective of ensuring adequate coordination among the various activities and commitments assumed by the Global Consortium with its donor institutions, each partner institution responsible for a working group will send the necessary reports described in this section to the Secretariat according to the time periods stipulated.
- The Secretariat will prepare a standardized form for narrative and financial reports.

#### *Periods*

- Reports will be submitted prior to the planned and developed activities. The sending of reports will be done

digitally (pdf) and should be submitted within the first 10 days of the month listed:

- The first report will be submitted three months following the initiation of the global project. (March 2009)
- The second report will be submitted 6 months following the initiation of the global project. (June 2009)
- The third report will be submitted 12 months following the initiation of the global project. (December 2009)
- The fourth report will be submitted 18 months following the initiation of the global project. (June 2010)
- The final report will be submitted 24 months following the initiation of the global project. (December 2010)

### *Contents*

- The first progress report will contain a detailed presentation of the objectives, foci of the work, research methodologies, participating professional teams, areas of work, time periods, activities (meetings, seminars, travel, visits), products, actors involved, and the associated budget. This progress report constitutes the work agenda that will be developed throughout the **20 months** of the project.
- The second, third, and fourth reports should contain a presentation of the progress achieved during the first six months of work; that is, the activities that have been realized, the products, and information regarding the developments of general budget planning.
- The fifth and final report should present in a detailed manner the principal results and products associated with the project, as well as an exhaustive systematization of all of the activities undertaken, the participants, the expenses, and the total costs involved.