FOURTH CONSORTIUM PARTNER MEETING BRIEF

Introduction

From March 19-22, 2018, the International Coalition of Sites of Conscience (ICSC), in partnership with the Humanitarian Law Center (HLC), hosted the fourth annual Global Initiative for Justice, Truth and Reconciliation (GIJTR) partners’ meeting in Belgrade, Serbia. The meeting brought together fifteen participants from eight Consortium partner organizations as well as five representatives of the US State Department Bureau of Democracy, Human Rights and Labor (DRL).

The four-day meeting aimed to share lessons learned from Consortium projects and operations; identify ways in which partners can integrate these lessons into broader GIJTR learnings; develop evaluation rubrics and finalize the GIJTR peer evaluation system. The meeting included a review and evaluation of the Consortium’s work to date, partner presentations of Consortium projects from the past year, strategic planning sessions and visits to local memorials and museum exhibits (see Appendix A for meeting agenda). This report outlines the key decisions and discussions at the meeting.

Review of the Consortium’s Operations in Year Three

ICSC’s Executive Director, Elizabeth Silkes, briefed the meeting on some of the successes of the Consortium in its third year, noting that the GIJTR’s work had greatly expanded since its inauguration and that several flagship projects are currently in or entering their third and even fourth phases, reflecting the impact of the Consortium’s work and the need for the GIJTR approach on the ground. Since the previous partners’ meeting in October 2016, the Consortium has engaged 117 civil society organizations (for a total of 373 since the Consortium’s inception in 2014), supported 36 community-driven transitional justice projects through sub-grants to local project participants (totaling 77 since the Consortium began) and enabled the collection of over 1,840 testimonies of human rights violations as part of civil society-led documentation projects (of more than 2,940 since the Consortium launched). The Consortium’s budget has increased fifteen-fold since its inception, and the Consortium has reached participants in twenty countries since 2014. Please see the attached summaries of all current Consortium projects as well as the attached presentation of Consortium highlights since 2016.

Brahmy Poologasingham, DRL’s program officer for the GIJTR, reflected on the Consortium’s growth over the year and noted that the Consortium’s reputation among donors and others in the transitional justice field has especially grown in the past two years. This rising reputation is demonstrated through the new sources of funding for GIJTR projects and expanded flagship programs, such as the Sri Lanka program, for which a fifth phase of programming was recently funded. Brahmy emphasized that the Consortium’s holistic and victim-centered approach, as defined in its objectives, makes it a distinctive mechanism for addressing challenges in both formal and informal transitional justice processes. Please see the attached list of Consortium objectives. Brahmy also noted that despite the change in US and
Dept. of State administration, Congress increased its funding for DRL this year, including a three-fold increase in transitional justice-related funding, so funding for the Consortium is likely to remain steady or increase for the next two years.

**Evaluation Survey Results and Discussion**

DRL’s monitoring and evaluation (M&E) specialist, Giovanni Dazzo, shared the results of the Consortium operations survey that was completed anonymously by six of the partners. This annual survey was developed by Giovanni at ICSC’s request in order to assess partners’ views on the Consortium’s vision, roles and responsibilities, internal management and communications. Compared to previous years’ survey results, the scores showed a significant increase since the previous year in partners’ shared view of what the Consortium would like to achieve, and more increases regarding partners’ clarity on roles and responsibilities than with any other consortium at DRL. Other areas that showed substantial increases over previous years included partners’ shared understanding of Consortium goals and objectives, effective decision-making procedures, and ability to resolve internal conflicts.

Based on the partner-identified priority areas, participants divided into small groups to develop strategies for improvement:

**Communications**

External communication is especially critical considering the innovative nature of the Consortium’s programming and its potential for informing the field. The evaluation survey demonstrated that partners’ views of the Consortium’s internal and external communications have improved, but that communication with external actors such as embassies and donors could still be further developed in order to more effectively share lessons learned from the Consortium’s work. Partners agreed that while publications for sharing the Consortium’s work, such as the December 2017 book *Building a Learning Community: Lessons for a Holistic and Sustainable Approach to Transitional Justice*, are very useful, it is necessary to have additional tools for external communication that are less time-intensive to create. Some of the new strategies discussed by partners at the meeting for strengthening external communications included:

- Introducing each partner’s communications point person
- Thinking about media components (if any) at project onset, including strategies for using social media to enhance project visibility, when visibility is desired
- Creating a Consortium communication website or platform, such as Slack

The Consortium’s Working Principles document and Sustainability Code of Practice, developed by the Sustainability Committee (described further below), also provide further guidance on communication about the Consortium and its projects with donors and other external actors, including standardized Consortium-wide “talking points.” Per discussions at the 2016 annual Consortium meeting, at the onset of a project partners should develop project-specific “talking points,” to be used in all external communication concerning the given project.

**Decision-Making**

Compared to 2016, partners noted that the Consortium is seen as more action-oriented, capable of resolving issues, and more effective with decision-making procedures. While effective decision-making
is a key aspect of efficient project implementation, partners noted that decision-making is sometimes restricted by time constraints. To mitigate this, partners should be realistic about the amount of time needed to work on Consortium projects when developing their project budgets. Project workplans should also include greater detail to ensure that each task or necessary decision is built in, especially regarding the roles and responsibilities of the lead partner on a given project. This information can be further enshrined in a partner’s Scope of Work for a project. Partners also noted that while a risk assessment is not a requirement for the small projects that the Consortium undertakes, it would be useful to develop a risk assessment for unsolicited projects that are particularly field-based, in order to anticipate and mitigate difficult decisions that may need to be made during implementation. Finally, due to security and political sensitivities it is sometimes not possible for DRL to provide full clarity regarding its decision-making around thematic and geographic priorities, but whenever this information is available about DRL’s decisions, ICSC communicates it to project partners.

Evaluation

Evaluation continues to be a priority for the Consortium. In addition to the new peer evaluation system (described further below), partners discussed existing and new strategies to enhance the quality of evaluation that the Consortium undertakes, as well as its potential uses. Partners agreed that there is a need to share project progress and challenges with all partners, not just those on a given project, as much as security and other project considerations allow. The evaluation questionnaires completed by all partners at the end of each project should be used to provide a holistic assessment of the project, and not just a measurement of project outputs or milestones. Over the coming months, ICSC will also explore whether an online communications platform such as Slack or Google Drive would enhance partner communication on evaluation, and possibly provide a way for partners outside of projects to provide evaluation-related input. It is also worth examining further how partners’ work with the Consortium has changed their overall organization work; for example, while discussing evaluation strategies, Annah Moyo from the Centre of the Study of Violence and Reconciliation (CSVR) shared how working with the Consortium has led to CSVR’s community and clinical departments to be internally viewed as transitional justice-related work, and thus the organization’s work as a whole has become more integrated.

The work of the Building a Learning Community Committee over the past year (described further below) also provides a new framework for sharing Consortium lessons learned with partners and with the wider transitional justice field.

Integrating Project Successes and Lessons Learned

Based on partner presentations of project successes, challenges and lessons learned to date, and subsequent discussions, the following points were raised:

- One of the key factors for the Consortium’s successful implementation of projects in unstable environments has been partners’ and DRL’s flexibility; for example, in the South Sudan Human Rights Documentation Initiative, this has meant that capacity-building activities can be adjusted
to fit participants’ changing needs. Wherever possible, flexibility in project activity locations and budgets should be built into projects.

- In projects such as Sri Lanka and South Sudan, it has proven helpful to have local staff working part- or full-time on a Consortium project in order to bridge multiple Consortium partners’ activities, integrate participant selection and share capacity-building resources. Local counterparts should have community trust and management experience, but do not necessarily have to have substantive topic expertise in order to be successful. Local partners are also critical for carrying work forward following the conclusion of a Consortium project, including through the continuation of a network of local stakeholders established as part of a project.

- In order to prioritize inclusivity and diversity in Consortium activities, project budgets should include enough interpretation and translation funds to ensure that language is not a barrier to local participation. Activities should also be held in locations outside of country capitals so that more community-based actors can easily participate. In addition to identifying smaller, community-based organizations through project needs assessments, local partners can also reach out to organizations that may not otherwise be included in project activities in order to ensure that all relevant stakeholders are engaged.

- Needs assessments should also include a review of social media channels in the given context, in order to best utilize them for advocacy purposes, as needed, later in the project.

Peer Evaluation System

Over the coming year, ICSC will pilot a peer evaluation system, developed with Giovanni at DRL, to assess the impact of a flagship Consortium project (Sri Lanka) and one of the rapid response/unsolicited projects (to be determined). Based on a call for external applicants, ICSC and Giovanni selected a roster of evaluation consultants with expertise in transitional justice, peacebuilding and community development who will evaluate the selected Consortium projects in tandem with a consultant representative from one of the partners that is not working on the given project (the peer evaluator). Based on small group discussions and partners’ existing experience with peer evaluation systems, partners agreed:

- The peer evaluator should be familiar with the Consortium’s approach, vision, dynamics and values, and ideally have thematic and/or regional expertise, related to the project, that complements that of the external evaluator. He/she should have adequate time and availability to complete the necessary work required and should be nominated by his/her organization. It will also be important for the peer evaluator to be a strong writer. ICSC will make the final determination for the peer evaluator on a given project.

- Full results of the evaluations should be shared with project partners (including local partners) and DRL, and a summary of the results should be shared with all Consortium partners, for security reasons.

- Follow-up will be critical to ensuring that the results of the evaluations inform the Consortium’s future work.

ICSC will follow up with all partners about their peer evaluator nominees.

Evaluation Rubrics

In order to make evaluations of Consortium projects more transparent and better suited to the GiJTR’s unique approach, Giovanni from DRL trained meeting participants in the design and use of evaluation
rubrics to assess the outcomes of Consortium projects. Rubrics illustrate how an evaluator came to his/her assessment and can evaluate the quality, worth and merit of a project. Communities can also be involved in developing rubrics based on their definition of success.

Because of the diversity of Consortium project objectives – from advocacy and awareness-raising to documentation and strengthening community participation in transition justice – Giovanni is developing a “menu” of rubric options that partners may select to use for different projects. Because embassies may not understand rubrics as a monitoring and evaluation plan, for now partners are advised to report on projects using the rubrics in addition to the standard M&E plan.

Unsolicited Projects

As during the previous meetings, partners brainstormed ideas for unsolicited projects that they wished to pursue and then identified three projects to move forward and develop into concept notes. In planning for these new projects, Brahmy noted that although these unsolicited concept notes do not undergo a full proposal review process, they still must meet certain DRL conditions, and if they are country-specific, they must meet the approval of the relevant embassy and other offices. Embassy and Post approval is more difficult to obtain if a project focuses on a sensitive topic. Therefore, a global concept note, or one that focuses on tools, gaps in knowledge and/or networks would be approved more efficiently.

The three projects that partners ultimately will be developing into concept notes are:

- **Understanding and Addressing Violations of Economic, Social and Cultural Rights (ESCR) in Transitional Justice** (ABA ROLI, AJAR, CSVR, ICSC): expand the base of evidence available to transitional justice stakeholders and communities on the potential of transitional justice mechanisms to address root causes and ESCR violations; formulate recommendations and criteria for inclusion of ESCR violations in transitional justice; and raise awareness among transitional justice policymakers and other stakeholders about the importance of integrating relevant ESCR violations in transitional justice

- **Standards for Civil Society Documentation for Accountability** (ABA ROLI, DPLF, FAFG, HLC, ICSC, PILPG): improve coordination and communication between civil society documenters and the ultimate recipients of their information on the accountability side (prosecutors, international investigators, and judges at international, hybrid, and domestic courts) regarding the collection and use of information related to human rights violations

- **African Youth Transitional Justice Academy** (CSVR, HLC, ICSC, PILPG): provide opportunities for youth activists and civil society actors to actively promote truth, justice and reconciliation within their communities by supporting them to use innovative methodologies and advocacy tools

The partner leading each project will draft and circulate a concept note for comment by June 11, 2018; following this date, if concept notes are not finalized and approved by DRL within six months of conceptualization, ICSC will not follow up with partners and DRL on further revisions, and these concept notes will not be further considered.
Communications, Working Principles, and Committee Readouts

ICSC and partner staff facilitated discussions on the GIJTR communications guidelines, working principles document, Building a Learning Community Framework, and Sustainability Code of Practice. The Building a Learning Community Framework and Sustainability Code of Practice were developed over the past year by committees of partner organization representatives selected at the 2016 annual Consortium meeting. Please see the attached Building a Learning Community Framework, Sustainability Code of Practice, and Consortium Talking Points. Other points of clarification or ideas generated during these sessions include:

- The GIJTR is the official acronym for the Consortium to be used in external communications; “the Consortium” is generally used as internal shorthand. While a consortium could be formed of any organizations, the GIJTR refers only to this group of nine partner organizations led by ICSC.
- Partners are highly encouraged to send photos of Consortium activities and other updates to ICSC’s Communications Director, Ashley Nelson, for use on GIJTR social media channels.
- Partners are encouraged to hold informal Skype calls with interested Consortium partners (including those not working on a given project) to share programmatic updates separately from regularly scheduled Consortium update calls or reporting.
- An online platform for internal Consortium use would ideally have a centralized calendar as well as a place to store vendors and other information that would be useful to all partners.
- The fifth annual meeting will be held within a year, and the location will soon be finalized by ICSC.

Conclusion

Overall partners felt that the meeting was useful as another step towards strengthening relationships among organizations as well as reinforcing Consortium operations. Meeting participants were also appreciative of HLC’s role as host and valued the diverse site visits that the meeting included. Partners noted the significant growth of the Consortium and particularly the progress made in communication and relationship-building among partners over the years.
GLOBAL INITIATIVE FOR JUSTICE, TRUTH AND RECONCILIATION

Current Project Overviews

In countries with legacies of brutal human rights abuses, transitional justice is proving to be an increasingly vital field. To date, however, many transitional justice models have failed to actively involve local voices. In an effort to rectify this gap, the Global Initiative for Justice, Truth and Reconciliation (GIJTR or “the Consortium”) – led by the International Coalition of Sites of Conscience (ICSC) – offers holistic, integrated, and multidisciplinary approaches to issues of truth, justice, and reconciliation. Driven by local needs and participation, the GIJTR creates context-specific program models in order to meet the multiple needs and goals of states, civil society organizations, local communities, and victims in post-conflict societies.

Given its diversity of experience and skills, the GIJTR has engaged over 373 local civil society organizations to date through its workshops, consultative meetings, and seminars. By sharing ground-breaking models, emphasizing peer learning, and placing local communities at the center of their projects, the GIJTR approach builds a transitional justice community of local populations, practitioners, and policy makers that support the GIJTR’s and ICSC’s core values of dignity, respect, inclusion, and transparency.

SOUTH SUDAN HUMAN RIGHTS DOCUMENTATION INITIATIVE – PHASE III
January 1, 2017 – August 15, 2018

Building on Phase II of the South Sudan project and the launch of the South Sudan Human Rights Documentation Initiative (HRDI), the goals of Phase III of this project include expanding the scope and reach of South Sudanese civil society’s current efforts to document human rights abuses in a systematic, standardized way and store collected documentation in an established, secure database. Partners are supporting the HRDI’s local Secretariat in facilitating greater coordination among South Sudanese actors currently engaged in the documentation process in order to build a sustainable movement around accountability and justice. Additional activities include support for locally driven truth-telling initiatives that foster victim acknowledgement, reconciliation and community healing; capacity-building trainings on working with communities affected by violence and integrating psychosocial support as a critical component of documentation work; and continued support for short- and long-term uses for the documentation.

SUSTAINABILITY FOR THE SOUTH SUDAN HUMAN RIGHTS DOCUMENTATION INITIATIVE
February 1, 2018 – August 15, 2018

Over the course of the first three phases of support of the project, beginning in March 2015, partners brought together nineteen South Sudanese civil society organizations (CSOs) to collectively establish a structure to carry out joint documentation efforts (the HRDI) in a sustainable, professional, consistent, and internationally credible manner. In order to build sustainability and local ownership of the project, partners are undertaking a six-month program to: (1) support the long-term operational structure of the HRDI; (2) use lessons learned to increase the reach and professionalism of the documentation process to better memorialize the human rights violations; and (3) ensure a long-term, sustainable psychosocial network is in place to support the HRDI as it moves forward in its work. The project includes financial and technical support to additional investigation missions that incorporate lessons learned and recommendations; support for short- and long-term uses for the
Building on existing work, and continuing the phased approach to implementation, the goal of the third phase of the Sri Lanka project is to improve and support local capacity so that CSOs are adequately prepared to engage with the specific mechanisms implemented by the Government of Sri Lanka (GoSL), as well as with broader truth, justice and reconciliation processes. Consortium partners will undertake a series of medium-term interventions around identified truth, justice and accountability needs. The project will begin the development of a CSO-led genetic database for families of the disappeared; provide youth skills to engage in dialogues on issues related to truth, justice and reconciliation through training workshops; improve service providers’ abilities to refer survivors to other urgent support services by mapping existing services and developing a referral system framework and bolster the capacity of local women’s organizations to advocate for a gendered perspective in the proposed transitional justice mechanisms. The project will continue supporting the establishment and ongoing technical needs of the Truth and Reconciliation Forum (TRF) focal points in their roles as community liaisons and as an awareness-raising, monitoring and advocacy body. Finally, partners will support TRF members and CSOs working on strategic litigation cases as well as strengthen the capacity of TRF members to contribute to truth and justice initiatives through oral history and grave mapping trainings.

**Mannar Mass Grave Forensics Program**  
**April 1, 2017 – September 30, 2018**

Consortium partners, in collaboration with local organizations, aim to assess and analyze the 83 human remains discovered in a mass grave in the Mannar district of the Northern Province. This first phase will be undertaken with the broader goal of eventually identifying the remains for the families of the disappeared. Partners will undertake a series of short-term activities, including forensic training for GoSL officials and CSOs to undertake forensic investigations in keeping with international best practices and standards; a forensic assessment to estimate the time period of the mass grave and probable cause of death; and consultative meetings with families of the disappeared to lay the groundwork for families to access their right to truth and justice.

**Supporting Truth, Justice and Reconciliation in Colombia**  
**October 1, 2017 – September 30, 2018**

Following the Consortium’s needs assessment that concluded in August 2016, this project will aim to promote a just and inclusive society, grounded in peace and unity, by ensuring that multiple stakeholders — particularly youth, women, indigenous groups, families of MDPs and survivors of conflict — are able to engage in truth-telling activities that share diverse perspectives on the past. Through a series of interventions around identified transitional justice needs, the project will include an international roundtable on archival policies and best practices to generate recommendations for the revision of existing Colombian legislation as well as bolster the capacities of CSOs and communities to design and implement locally led truth-telling initiatives through training workshops, sub-grants for project implementation and the development of an online toolkit.

**Building Community Capacity to Address Faultlines for Violence: Violence Prevention and Community Consultations in Guinea**  
**February 1, 2017 – July 31, 2018**
The violence prevention project in Guinea aims to build the capacities of CSOs to engage local communities on issues related to truth, justice and reconciliation and enable them to identify their role in violence prevention and non-recurrence. A needs assessment and consultation process will inform the development of a toolkit and capacity-building workshops that will allow local communities to gain information about the transitional justice mechanisms that are currently in place and identify strategies to engage with these mechanisms. The project supports the creation of a core group of CSOs — NGOs, media and victim representatives — that will work together to use formal and non-formal transitional justice mechanisms as tools to address local community needs related to truth, justice, reconciliation and non-recurrence.

VIOLENCE PREVENTION THROUGH MEMORY, DIALOGUE AND EDUCATION IN GUINEA AND CÔTE D’IVOIRE
April 1, 2017 – September 30, 2018
Guinea and Côte D’Ivoire have both experienced cycles of ongoing violence based on ethnic and religious differences. This project aims to build survivors’ capacity to use dialogue and memory as a tool for violence prevention and peace education within their communities. Additionally, through workshops that provide opportunities for exchanges and platforms for peer learning with other Sites of Conscience members working on similar issues related to atrocity prevention, the project allows educators and CSOs to develop skills to engage learners and the broader public on difficult issues related to identity, violence, truth and justice. The project supports the development of a core group of atrocity prevention practitioners that will allow project partners and Sites of Conscience members to support each other in their ongoing memory and atrocity prevention initiatives. Finally, the project will result in a report that explores the causal relationship between truth, justice, reconciliation and atrocity prevention.

EXPANDING THE REACH OF THE GLOBAL REPARATIONS SUMMIT
January 1, 2018 – June 30, 2018
This project intends to expand the reach of the findings of the Global Reparations Project by increasing the number of fully funded participants at the March 2018 Global Reparations Summit in Belgrade, Serbia, with priority given to participants from the conflict and post-conflict zones of South Sudan, Iraq, Syria and Sri Lanka, as well as experts and policy makers who can address their critical needs. Secondly, the project will enable the Summit to be live-streamed through a fully interactive, dedicated website that grants additional access to participants otherwise unable to attend. Multiple live broadcasts representing simultaneous live panels and live discussions with remote participants are envisioned, which will further connect expertise with need. Participants will use the website to contribute to the mapping and assessment report on implemented reparations programs and initiatives to identify key common challenges in the development and implementation of reparations programs, discuss their causes and identify possible, widely-applicable solutions and ways forward at the national and international levels. The website will remain active after the Summit and will be hosted on one of the Consortium partner’s servers, so the partners will be able to continue working with local actors to develop reparations frameworks and recommendations for particular conflict or post-conflict countries where the Consortium is active, such as Sri Lanka, South Sudan, and Iraq.

VICTIMS’ PARTICIPATION IN HYBRID WAR CRIMES TRIBUNALS
October 1, 2017 – August 31, 2018
The goal of the project is to support CSOs to effectively engage with prospective transitional justice accountability mechanisms and shape their regulations and strategies. The project will focus on CSO engagement in countries that are currently in the process of setting up special criminal tribunals and will utilize the project partners’ expertise and established local networks. Based on partners’ experience and the existing
literature pertaining to victims’ participation in international and hybrid tribunals, partners will compile best practice examples and hold focus groups with a total of 24-32 CSOs, as well as other relevant stakeholders, such as court personnel. The objectives of the focus groups are to inform CSOs about relevant best practice examples relating to victims’ participation and CSO engagement with criminal tribunals, as well as to discuss venues for advocacy. The final three-day workshop will gather CSO representatives, court personnel, experts and decision makers to discuss models for CSO-tribunal cooperation, focusing on the development of tribunals’ outreach strategies. Based on the focus groups and workshop, partners will develop guidelines for victims’ participation in tribunal processes and strategic plans for the engagement of CSOs with the tribunals.

STRENGTHENING CAPACITY FOR EDUCATION ON HISTORY AND VIOLENCE PREVENTION

October 1, 2017 – July 31, 2018

This project aims to bring together educators from Asia and Latin America to improve the effectiveness, efficiency and sustainability of public education programs related to history and violence prevention, with a focus on educators’ use of memorialization methodologies, such as oral history. Educators from each country will attend an initial workshop to share experiences and practices in documenting and teaching about history and violence prevention in their respective countries and to build capacity in using memorialization and documentation to strengthen their programs, especially in contexts where this local history is not widely spoken about or taught in schools. Through small subgrants, participating educators will develop replicable education tools and practices and pilot them with their students, either in the classroom or a community education setting, depending on the local context. The educators will then participate in a final workshop for further capacity building as well as to share and evaluate the results and challenges in their implementation of the replicable educational tools and practices that they developed.

MIDDLE EAST AND NORTH AFRICA TRANSITIONAL JUSTICE ACADEMY II

May 1, 2018 – July 31, 2019

The MENA Transitional Justice Academy II will build the capacity of a new cohort of activists, practitioners, academics and non-traditional actors in the MENA region by providing training, support and opportunities to develop and launch transitional justice projects in their home communities with a focus on local needs. This project will bring a second cohort of participants together over the course of three workshops to share regional experiences and knowledge of transitional justice in high-risk environments. Reflecting the singular approach of the Consortium, the Academy focuses on community engagement, empowerment and long-term sustainability.

FORENSIC TRAINING PROGRAM

May 1, 2018 – August 31, 2019

For many countries in Africa, Asia and the MENA region, there are limited resources to support the development of forensic expertise or to address the investigations into unlawful deaths in a way that responds to the needs of the families of victims, let alone hold perpetrators accountable. Where efforts to recover, analyze and return remains to families do exist, they are often undertaken sporadically and in isolation of sustainable support for families. The Forensics Training Program will aim to support and build the technical capacity of CSO and government representatives in the area of forensics investigations as well as provide a holistic framework for supporting and meeting the specific needs of families of victims. In considering diverse local needs and the importance of providing context-specific training, the program will apply international best practices, rooted in the local experience of partners and participants. Through two training sessions, sub-grants and technical support to participants over the course of sixteen months, partners will use a multidisciplinary approach to explore the detailed work of conducting forensic investigations, working with families of the disappeared as they search for
their missing loved ones, and identifying ways in which truth-telling activities, such as forensic investigations, can contribute to broader transitional justice efforts.

**Upcoming Projects**

**BUILDING LOCAL CAPACITY FOR TRUTH, JUSTICE AND RECONCILIATION IN SRI LANKA: PHASE IV**

**Twelve Months**

The goal of this project is to continue to improve and support local capacity so that CSOs are adequately prepared to engage with specific mechanisms that are implemented, support local communities to engage with truth, justice and reconciliation initiatives and, when needed, advocate for the inclusion of specific local issues into transitional justice processes. Consortium and local partners together will undertake a series of activities around identified truth, justice and accountability needs. Activities for this phase include the establishment of a CSO-led genetic database for families of the disappeared; a national youth summit for diverse Sri Lanka and international youth to engage in dialogues related to truth, justice and reconciliation; and an intensive workshop to raise awareness among civil society organizations about the operations and functioning of the new Office of Missing Persons.
Fourth Annual Consortium Partners Meeting

March 19-22

Review of the Past Year and Highlights
Consortium Objectives

1. To build the capacity and effectiveness of civil society actors and organizations to protect and advance a holistic approach to transitional justice, bolstering societies’ capacity to address legacies of human rights abuses, including accountability for gross human rights violations, and rebuilding just, inclusive, and peaceful societies in the aftermath of mass atrocity.

2. To advance innovation in programming that addresses these issues in part through utilizing a multidisciplinary approach that draws on the regional and thematic expertise of all consortium partners.

3. To support programming tools that go beyond knowledge transfer through training and promote sustainable solutions grounded in the capacity of local actors to carry them out.
4. **Contribute to the growth and development of the field** of transitional justice through utilizing the consortium to feed into broader questions critical to the field, **providing a platform for local experts and new voices** to share emerging practice and including articulating the relationships among transitional justice processes, memory and atrocity prevention.

5. **To rapidly deploy a broad range of interventions** in response to evolving opportunities and threats, engaging a range of **restorative and retributive transitional justice tools**.

6. **To connect community-led initiatives with state institutions and policymakers** in post-conflict environments, thereby promoting context-specific, community-driven approaches to truth, justice, and reconciliation programs.
The Year at a Glance

- Connected with **117 new civil society organizations** (373 total since the Consortium began)
- Supported **36 community-driven transitional justice projects** (77 total since the Consortium began)
- Supported the collection of over **1,840 narratives of human rights violations** (over 2,940 since the Consortium began)
- Our budget has increased **fifteen-fold** since the Consortium began

The Consortium’s *Building a Learning Community* toolkit, published in December 2017
Where We Are Working

- Through workshops, trainings and needs assessments, we have connected with participants in **twelve countries** since the Consortium started:
  - Algeria
  - Cambodia
  - Colombia
  - Côte d’Ivoire
  - Egypt
  - Guatemala
  - Guinea
  - Iraq
  - Jordan
  - Kenya
  - Lebanon
  - Morocco
  - South Sudan
  - Sri Lanka
  - Syria
  - Timor-Leste
  - Tunisia
  - Turkey
  - Uganda
  - Yemen

*Participants in the Strengthening Capacity for Education on History and Violence Prevention workshop, Jan. 2018, Phnom Penh, Cambodia.*
Implemented Projects

- **MENA Transitional Justice Academy (CSVR, FAFG, ICSC, PILPG)**
  - Trained 18 MENA activists
  - Supported 18 local projects promoting community participation in truth, justice and reconciliation processes
  - Produced 12 short videos of leading TJ experts from the MENA region discussing key issues

- **Building a Learning Community – Sharing Lessons Learned and Models from the GIJTR (CSVR, FAFG, HLC, ICSC, PILPG)**
  - Launched a publication in Dec. 2017
  - Highlight the Consortium’s new and innovative approaches in the transitional justice field
Implemented Projects (Cont.)

- Building Local Capacities for Truth, Justice and Reconciliation in Sri Lanka (CSVR, FAFG, ICSC, PILPG) – Phases II and III
  - Training civil society activists in documentation of human rights violations
  - Working with families of the disappeared and civil society organizations to establish a CSO-led genetic database
  - Supporting the Truth and Reconciliation Forum (TRF) to raise local awareness about truth, justice and reconciliation issues
Implemented Projects (cont.)

- **South Sudan Human Rights Documentation Initiative (CSVR, HLC, ICSC, PILPG)**
  - Supporting collection of over 2,000 victim and witness statements
  - Training over 50 South Sudanese civil society members
  - Reaching over 2,000 South Sudanese community members through participant-implemented projects

- **Building Community Capacity to Address Fault Lines for Violence: Violence Prevention, Truth, Justice and Reconciliation in Guinea (ICSC, CSVR)**
  - Training CSO representatives and journalists
  - Supported six community needs assessments and projects
  - Facilitating government-civil society roundtables
  - Producing a transitional justice and violence prevention toolkit
Implemented Projects (cont.)

- **Atrocity Prevention through Memory, Dialogue and Education in Guinea and Côte D’Ivoire (ICSC)**
  - Supporting 38 violence prevention dialogue projects that will involve 760 community members
  - Training high school teachers and CSOs in dialogue facilitation

- **Mannar Mass Grave Forensic Project (CHRD, FAFG, ICSC)**
  - Through forensic training, assessment and consultative meetings with families, aims to assess and analyze 83 human remains discovered in a mass grave in the Mannar district of Sri Lanka

- **Supporting Truth, Justice and Reconciliation in Colombia (FAFG, ICSC)**
  - Supporting inclusive truth-telling processes
  - Improving government archival policies
  - Building civil society capacity to advocate on behalf of families of the disappeared
Implemented Projects (cont.)

- **Community Participation in Transitional Justice (ABA ROLI, CSVR, ICSC, PILPG)**
  - Produced guide on best practices for CSOs in designing strategies for strengthening community involvement in transitional justice activities
  - Supported 8 local participatory projects in Sri Lanka
- **Global Reparations Summit (ABA ROLI, CSVR, HLC, ICSC, PILPG)**
  - Produced a mapping and assessment report on implemented reparation programs and initiatives
  - Holding an international summit in March 2018 for 80 victims’ associations representatives, human rights activists and experts in transitional justice
Implemented Projects, cont.

- **Strengthening Capacity for Education on History and Violence Prevention (AJAR, DC-Cam, FAFG, ICSC)**
  - Supporting 11 educator-designed projects that promote peace, reconciliation and civics through teaching about histories of conflict and genocide

- **Victims’ Participation in Hybrid Court Tribunals (ABA ROLI, CSVR, HLC, ICSC, PILPG)**
  - Through focus groups and a final workshop, compiling and sharing best practices for CSOs to effectively engage with and shape TJ accountability mechanisms

DC-Cam presents its oral history work to educators from Guatemala, Timor-Leste and Cambodia
Pending Proposals

- **Forensic Training Program (CSVR, FAFG, ICSC)**
  - Support and build the capacity of CSO and government representatives in forensics investigations
  - Provide a holistic framework for supporting and meeting the specific needs of families of victims

- **Phase Four: Building Local Capacity for Truth, Justice and Reconciliation in Sri Lanka (FAFG, ICSC)**
  - Follow-on funding for establishment of a CSO-led genetic database for families of the disappeared
  - National youth summit
  - Intensive CSO workshop to raise awareness about the operations and functioning of the new Office of Missing Persons.

- **MENA Transitional Justice Academy II (CSVR, FAFG, ICSC, PILPG)**
  - Build capacity of a new cohort of activists, practitioners, academics and non-traditional actors in the MENA region
  - Training, support and opportunities to develop and launch transitional justice focused on local needs
Global Initiative for 
JUSTICE, TRUTH + 
RECONCILIATION

OBJECTIVES OF THE GLOBAL INITIATIVE FOR JUSTICE, TRUTH AND RECONCILIATION

Objective 1: To build the capacity and effectiveness of civil society actors and organizations to protect and advance a holistic approach to transitional justice, bolstering societies’ capacity to address legacies of human rights abuses, including accountability for gross human rights violations, and rebuilding just, inclusive and peaceful societies in the aftermath of mass atrocity.

Objective 2: To advance innovation in programming that addresses these issues in part through utilizing a multidisciplinary approach that draws on the regional and thematic expertise of all Consortium partners.

Objective 3: To support programming tools that go beyond knowledge transfer through training and promoting sustainable solutions grounded in the capacity of local actors to carry them out.

Objective 4: To contribute to the growth and development of the field of transitional justice by utilizing the Consortium to feed into broader questions critical to the field, providing a platform for local experts and new voices to share emerging practices, and articulating the various relationships between transitional justice processes, memory and atrocity prevention.

Objective 5: To rapidly deploy a broad range of interventions in response to evolving opportunities and threats, engaging a range of restorative and retributive transitional justice tools.

Objective 6: To connect community-led initiatives with state institutions and policymakers in post-conflict environments, thereby promoting context-specific, community-driven approaches to truth, justice and reconciliation programs.

The Global Initiative for Justice, Truth and Reconciliation is a rapid response mechanism that addresses transitional justice related issues in conflict and post-conflict settings. The expertise of the organizations under the Global Initiative for Justice, Truth and Reconciliation include:

- Truth-telling, reconciliation, memorialization, and other forms of historical memory;
- Documenting human rights abuses for transitional justice purposes;
- Forensic analysis and other efforts related to missing and disappeared persons;
- Victims’ advocacy such as improving access to justice, psychosocial support and trauma mitigation activities;
- Providing technical assistance to and building the capacity of civil society activists and organizations to promote and engage on transitional justice processes;
- Ensuring gender justice in all of these processes; and
- Reparative justice measures.

Consortium partners work collaboratively, engaging local CSOs and governments in a participatory manner. Our context-specific approaches to transitional justice issues ensure that all processes are locally led with a view to promoting broad community ownership and sustainability. Through each partner’s expertise, we undertake a holistic approach to addressing transitional justice issues as we strive to build a learning community.
GIJTR Framework for Learning Community

Background

In response to a conversation among partners at the GIJTR 2016 annual meeting in Guatemala regarding sharing the learning accumulated by the Consortium in the field of transitional justice and atrocity prevention, a working committee was established to create a framework for the establishment of a Learning Community. The working committee endeavors to create a comprehensive framework to share best practices and lessons learnt with a wider audience and further the influence and impact of transitional justice practitioners globally.

The working committee consists of representatives from ABA-ROLI, CSVR, DPLF, HLC, ICSC and PILPG. Below is a framework for the learning community based on the discussions from the last annual meeting, working committee meetings, and written feedback. The final framework will be shared with all partners during the next GIJTR annual meeting scheduled to take place in March 2018.

The strategy responds to the Consortium’s theory of change:

“If we utilize a holistic approach to build the capacities of local CSOs to support victims in conflict and post-conflict societies, then marginalized groups and individual voices will actively engage in and contribute to envisioning and shaping cohesive and inclusive cultures based on the rule of law, justice and peace”

Strategy framework

1. Vision:
Bolster the capacities of communities implementing transitional justice processes to achieve truth, justice and reconciliation by sharing accumulated expertise and best practices through a multi-disciplinary approach.

2. Mission/Purpose: Why do we want to share?
The Consortium, as a community of practice, shares transitional justice’s best practices and engages with current debates using lessons learned.

3. Audience: Who are the targets for sharing learning with?
   a. Internal audience: Sharing lessons learnt within each partner organization
   b. Consortium audience: Sharing lessons learnt with other consortium partners
   c. External audience: practitioners (including similarly-situated NGOs and INGOS) in-country partners; donors; policymakers

4. Content: What do we want to share?
a. We want to share both the learning and impact of our work in the field with TJ stakeholders
b. Lessons from the Consortium model
c. Areas to be covered:
   i. Unique approach to TJ through holistic programming: What is the impact on the stakeholders/TJ mechanisms/processes?
      Lessons learned from documentation program focused on multiple uses for information collected
   ii. Non-prescriptive approach, driven by needs assessment of victims/affected communities
   iii. Lessons learned from undertaking transitional justice programming during active conflict
      1. Syria reparations program
      2. South Sudan and Iraq documentation programs
   iv. Working together: How has the Consortium model and working with other partners changed each organization’s own learning/model/approach?
      1. Rapid response model has allowed organization not set up to typically do these type of projects to engage (e.g. Missing Persons in Colombia assessment)
      2. Integrating self-care/trauma elements into other non-Consortium programs
   d. Provide a comprehensive description of the lesson learnt that can be replicated by third parties not familiar with the specificities of the project/activities.
   e. Work product that can be shared, e.g. toolkit
      i. Are there other written materials that could be shared?

5. **Criteria/Definition for Lessons Learned:** What qualifies as a lesson learned? How do we determine when something is worth sharing internally or externally?
   a. A unique/new model elaborated by Consortium or one of the partner organizations
   b. A combination of activities or approaches that result in a high impact and/or substantial projects’ outcomes
   c. New/creative ways or methods to overcome/circumvent projects’ challenges in the field
   d. The lesson learnt is replicable

6. **Collection Methodology:** How to collect know how/lessons?
   a. **Principles:**
      i. We want to attempt to collect information as close in time as possible to the actual events.
   b. **Quantitative:**
      i. Focus on using F-indictors and potentially establishing other, consortium-wide indicators that are reported on regularly.
1. Some of this may be accomplished through ICSC’s refocused approach to M&E, through a rubric which they are working on with Giovanni at DRL.

c. **Qualitative:**
   i. Partners flag in quarterly reports any lessons from the program that should be highlighted to larger Consortium. ICSC can collect these into larger document shared with the partners.
   ii. Each partner shares a 2-3 page report after workshop/event on project to collect and share lessons.
   iii. In addition, if interest warrants, convene informal gatherings after field missions/large activities. For example, consider hosting brown bag discussions or forums after major project activities, which are informal ways to collect and share information. During these sessions, appoint at rapporteur to document information.
   iv. Leverage the toolkit, built into new Consortium grant, to reflect and collect more qualitative reflection.

7. **Dissemination: How do we share?**
   a. Internally: Sharing lessons learned among Consortium partners
      i. ICSC to share quarterly and final reports with partners, in addition to evaluations.
      ii. Each partner shares a 2-3 page report after workshop/event on project to collect and share lessons. (noted above)
      iii. In addition, if interest warrants, brown bag discussions (noted above) would be a way both to collect and share lessons. Reports from these sessions could be hosted on a shared document platform
      iv. Build more time into annual meeting for a reflection on lessons learned, rather than more structured presentations on the activities themselves in each program.
      v. Partners flag in quarterly reports any lessons from the program that should be highlighted to larger Consortium. ICSC can collect these into larger document shared with the partners (noted above).
      vi. Partners flag in quarterly reports any lessons from the program that should be highlighted to larger Consortium. ICSC can collect these into larger document share with the partners in quarterly email (noted above).
      vii. Profile 1-2 partners to share lessons learned in the six-monthly partner calls.
   b. Externally: Sharing lessons learned with external audiences
      i. Each year host a forum, similar to the one for the toolkit, which includes a panel discussion, accompanied by some type of social media launch of toolkit. ICSC could potentially build this into new grant.
      ii. Partners commit to a social media strategy among partners to share Consortium learning.
SUSTAINABILITY CODE OF PRACTICE

BACKGROUND

In October 2016, at the annual meeting of the Global Initiative for Justice, Truth and Reconciliation (GIJTR, or the Consortium) held in Guatemala, a decision was made to establish a Sustainability Committee. The Sustainability Committee (the Committee) was charged with determining good practice for fundraising conducted by Consortium partners outside the scope of the Consortium’s funding provided by the Department of State Bureau of Democracy, Human Rights and Labor. The Committee is comprised of the following members:

- ICSC, represented by Ereshnee Naidu-Silverman, Sara Bradshaw and Risa Zoll;
- PILPG, represented by Bridget Rutherford;
- ABA ROLI, represented by Jennifer Tsai; and
- FAFG, represented by Marte Myhre Tunheim.

In accordance with a decision made in the first Committee call on October 12, 2017, the following Code of Practice has been prepared as a guide for Consortium partners in any fundraising initiatives relating to, stemming from, or having potential impact on Consortium projects now and throughout the lifetime of the Consortium.

CODE OF PRACTICE

I. Assumptions

1. Consortium partners share an individual and collective commitment to maximizing the scope and diversity of funding to support Consortium projects, and initiatives stemming from said projects, in recognition of the long-term nature of Consortium objectives and in pursuit of the sustainability of work undertaken.

2. The Consortium’s holistic approach links the work of Consortium partners so that external perceptions of individual Consortium partners may affect perceptions of the Consortium as a whole.

3. Consortium partners each have individual fundraising needs and goals in addition to their work as Consortium partners. Partners’ individual fundraising needs and goals might be amplified through the visibility and effectiveness of Consortium operations.

4. Consortium partners established the Sustainability Committee, and sought the formulation of this Code of Practice, as a reflection of (a) their dedication to transparency; (b) their respect for their Consortium colleagues and the work that partners engage in outside of the sphere of the Consortium; and (c) their shared goal to embed locally owned long-term transitional justice mechanisms in Consortium target communities.

II. Guiding Principles

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1 The International Coalition of Sites of Conscience (ICSC); American Bar Association Rule of Law Initiative (ABA-ROLI); Washington, DC, Asia Justice and Rights (AJAR), Indonesia; Center for the Study of Violence and Reconciliation (CSVR), South Africa; Documentation Center of Cambodia (DC-Cam), Cambodia; Due Process of Law Foundation (DPLF), Washington, DC; Fundación de Antropología Forense de Guatemala (FAFG), Guatemala; Humanitarian Law Centre (HLC), Serbia; Public International Law and Policy Group (PILPG), Washington, DC
1. Consortium partners recognize the need to grow and diversify Consortium funding beyond the current grant commitments.

2. Consortium partners acknowledge the funding needs of each member organization that relate to its specific area of expertise and are external to Consortium programming.

3. Consortium partners seek to ensure transparency through regular and open communication in matters relating to Consortium sustainability in general, and fundraising in particular.

4. Consortium partners seek optimum coordination to avoid the potential conflict, confusion and negative impressions that could result from duplicate approaches or funding submissions to prospective funders for Consortium projects.

III. Parameters of Practice

1. Consortium partners will use agreed-upon standardized texts, developed by the Sustainability Committee, describing Consortium history, role, member expertise and programs in any and all materials prepared for prospective funders and/or external interlocutors when presenting as a Consortium member.

2. Consortium partners will use agreed-upon standardized talking points describing Consortium history, role, member expertise and programs as a resource in any and all discussions with external interlocutors regarding Consortium projects.

3. Given the collaborative nature of concept note and proposal development, Consortium partners will seek advance permission from fellow project partners to use said project-specific proposal text or any part thereof in individual organizational fundraising efforts.

4. Consortium partners will provide fellow partners with advance written notice of planned individual and/or collaborative funding proposal submissions that expand, extend or grow from any past or existing Consortium projects.

5. In the event that in the course of fundraising for Consortium projects, Consortium partners encounter prospective funders who express interest in the area(s) of expertise held by a fellow partner, partners may choose to share any relevant funder referrals that could advance specific components or elements of Consortium programming.

6. Consortium partners will consider sustainability strategies for Consortium and other collaborative projects at the project formulation stage, as well as throughout project implementation.

7. Partners shall notify ICSC and relevant project partners of any approved grant award relating to, stemming from, or having potential impact on Consortium projects.

8. Consortium partners commit to maintaining the high level of trust, mutual support and integrity of practice that has allowed the Consortium mechanism to flourish and succeed.
Global Initiative for Justice, Truth and Reconciliation
March 2018

CONSORTIUM TALKING POINTS

- The International Coalition of Sites of Conscience (ICSC) launched the Global Initiative for Justice, Truth and Reconciliation (GIJTR or the “Consortium”) in August 2014. Supported by the Bureau of Democracy, Human Rights and Labor at the U.S. Department of State, the goal of the GIJTR is to implement a range of rapid response and high-impact activities in countries in conflict or transition struggling with legacies of or ongoing gross human rights abuses.

- The Consortium includes nine organizational partners: American Bar Association Rule of Law Initiative (ABA ROLI), USA; Asia Justice and Rights (AJAR), Indonesia; Centre for the Study of Violence and Reconciliation (CSVR), South Africa; Documentation Center of Cambodia (DC-Cam), Cambodia; Due Process of Law Foundation (DPLF), USA; Humanitarian Law Center (HLC), Serbia; Fundación de Antropología Forense de Guatemala (FAFG), Guatemala; and Public International Law & Policy Group (PILPG), USA.

- The GIJTR objectives are:

1. To build the capacity and effectiveness of civil society actors and organizations to protect and advance a holistic approach to transitional justice, bolstering societies’ capacity to address legacies of human rights abuses, including accountability for gross human rights violations, and rebuilding just, inclusive, and peaceful societies in the aftermath of mass atrocity.

2. To advance innovation in programming that addresses these issues in part through utilizing a multidisciplinary approach that draws on the regional and thematic expertise of all consortium partners.

3. To support programming tools that go beyond knowledge transfer through training and promote sustainable solutions grounded in the capacity of local actors to carry them out.

4. To contribute to the growth and development of the field of transitional justice through utilizing the consortium to feed into broader questions critical to the field, providing a platform for local experts and new voices to share emerging practice and including articulating the relationships among transitional justice processes, memory and atrocity prevention.

5. To rapidly deploy a broad range of interventions in response to evolving opportunities and threats, engaging a range of restorative and retributive transitional justice tools.

6. To connect community-led initiatives with state institutions and policymakers in post-conflict environments, thereby promoting context-specific, community-driven approaches to truth, justice, and reconciliation programs.
GIJTR range of expertise:
- Documenting human rights abuses for transitional justice purposes;
- Providing technical assistance to and building the capacity of civil society activists and organizations to promote and engage on transitional justice processes;
- Victims’ advocacy such as improving access to justice, psychosocial support, and trauma mitigation activities;
- Truth-telling, reconciliation, memorialization, and other forms of historical memory;
- Forensic analysis and other efforts related to missing and disappeared persons;
- Reparative justice initiatives; and
- Ensuring gender justice in all of these processes.

To date, the GIJTR has led civil society actors in 20 countries in the development and implementation of documentation, truth-telling and atrocity prevention projects, undertaken assessments of the memorialization, documentation and psychosocial support capacities of local organizations, and provided survivors in Africa, Asia and the Middle East and North Africa region with training, support and opportunities to participate in the design and implementation of community-driven transitional justice approaches.

GIJTR currently works in and/or with partner organizations from the following countries: Cambodia, Colombia, Côte D’Ivoire, Guatemala, Guinea, Iraq, Libya, Morocco, Nepal, Sri Lanka, South Sudan, Tunisia, Syria, Timor-Leste and Yemen.

GIJTR in numbers, to date:
- Engaged over 370 local civil society organizations through its workshops, consultative meetings and seminars.
- Supported over 75 community-driven transitional justice projects
- Supported the collection of close to 3,000 narratives of human rights violations
- Budget has increased fifteen-fold since the Consortium began