Mokoro Code of Conduct

In this code we set out the principles of behaviour that we expect people associated with Mokoro to accept and try to apply, during assignments, and when dealing with the Mokoro office and colleagues. The code was produced as a result of extensive discussions which took place over a period of time, and we attach considerable importance to it.

Personal behaviour

We aspire to self-awareness and personal integrity, to listen to what other people are saying, to be open to criticism, not to feel guilty, and to operate with clarity and transparency. This entails an ongoing process of constructive self-audit, particularly in relation to unacceptable prejudices such as sexism, racism, ageism etc.

We aim to treat others as we would wish to be treated, and to operate with reasonable expectations. We aspire to be sensitive to their circumstances and difficulties, to show consideration for their feelings, and to respect and appreciate their work. This requires that we start with the assumptions that they are rational, and that they are operating with good motives, and that we respect their values and norms. If we come to feel that these assumptions were misguided, or we cannot respect values and norms which conflict with our principles, we aim to practise tolerance, and when we criticise to do it constructively.

We recognise that trust and solidarity are goods that have to be invested in and that involve working for the good of the whole, and that grievances should be raised early and in a conciliatory manner.

We appreciate the importance of context for behaviour and relationships and strive to be sensitive to diversity, to familiarise ourselves with the cultures we are working in, to look for exceptions, and in the face of entrenched prejudice to adapt our strategies appropriately.

Professional behaviour

We try to ensure that ethical and contractual obligations are not in conflict, and identify any ethical issues related to assignments. We aim to work hard and excellently, to act professionally at all times, and to give value for money. We do not expect to be paid for not completing the job.

We recognise the importance of working for the client (who may be different from the funder) and always listen to what the client wants while maintaining our professional integrity. We aim to interact professionally with local people and endeavour to make the best use of the client’s resources. We recognise the need to be adaptable and that we do not have all the answers. We accept criticism and try to respond appropriately.

Once terms of reference are agreed we respect them. We have a duty to be informed and arrive prepared, and to be timeous in the way we carry out assignments. We aim to keep the client informed in an agreed way and to write and speak plainly in a language that the client can understand. Our focus is on outcomes as well as outputs, and we try to be constantly aware of the larger aims of the work.

During assignments we recognise the need to be discerning in personal relations and to keep personal and professional relationships separate. It is important to be fair to all parties and to be aware we are guests in a foreign country and are representing Mokoro and our funders. Relations with funders demand high standards of honesty and integrity. We avoid manipulating assignments to generate more work.

When working with other consultants we are aware that special sensitivity and patience is required in stressful contexts (which assignments often are). It is important to make sure that sub-contractors are not excluded and to avoid cliquism.