

IDPS Strategy 2017-2021

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20th INTERNATIONAL DIALOGUE STEERING GROUP MEETING
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INTERNATIONAL DIALOGUE ON PEACEBUILDING AND STATEBUILDING

STRATEGY 2017-2021

A. INTRODUCTION

The world needs peace now more than ever. Today, an increasing number of violent conflicts, climate-related crises, natural shocks, and humanitarian and refugee crises pose formidable challenges, threatening sustainable human development and leading to a growing concentration of extreme poverty in fragile and conflict-affected environments. With the historic adoption of the 2030 Agenda for Sustainable Development,¹ followed by the United Nations General Assembly Resolution 70/262 on “sustaining peace”,² the international community set itself new goals which firmly enshrine the importance of peaceful, just, and inclusive societies (SDG16).

The International Dialogue on Peacebuilding and Statebuilding was launched in 2008 with the aim of defining a new framework for engaging with countries affected by fragility and conflict, which puts country ownership and leadership first. This led to the adoption of the *New Deal for Engagement in Fragile States*³ at the Busan High-Level Forum on Aid Effectiveness in 2011. The New Deal rests on three pillars: the Peacebuilding and Statebuilding Goals,⁴ and the FOCUS⁵ and TRUST⁶ principles, which respectively define development partners’ terms of engagement and commitment to results.

Against the backdrop of a changing world, members of the International Dialogue reaffirmed, through the *Stockholm Declaration*,⁷ the continued and even greater relevance of the New Deal. They stressed the need to re-position the International Dialogue to enable the New Deal to inform current policy discussions at the global level on how to deliver the SDGs, sustaining peace, conflict prevention, migration and resilience, and on linking fragility and conflict assessments to inclusivity in development planning at the national level. Over the forthcoming mandate period, the International Dialogue is repositioning itself to actively shape the implementation of the 2030 Agenda, and UN policy thinking and action in-country.

¹The [2030 Agenda for Sustainable Development](#) was endorsed by the United Nations General Assembly on 21 October 2015. The 17 Sustainable Development Goals came into force on 1 January 2016.

²The United Nations Security Council ([SCR 2282](#)) and General Assembly ([A/70/262](#)) adopted identical resolutions on a new vision for the UN peacebuilding architecture on 27 April 2016. These resolutions firmly identify the need to link political, security, and financial peacebuilding efforts, and underline principles such as inclusivity, national ownership of processes, and broad horizontal co-operation.

³The [New Deal](#) is a key agreement between countries affected by fragility and conflict, development partners, and civil society organisations to improve development policy and practice in these settings.

⁴The five PSGs: Legitimate politics; Security, Justice; Economic foundations; and Revenues and services.

⁵FOCUS: Fragility assessments; One-vision, one-plan; Country compacts; Use the PSGs to monitor; and Support political dialogue.

⁶TRUST: Transparency; Risk sharing and risk management; Use and strengthen country systems; Strengthen capacities; and Timely and predictable aid.

⁷The [Stockholm Declaration on Addressing Fragility and Building Peace in a Changing World](#) was endorsed on 5 April 2016 at the 5th Global Meeting of the International Dialogue, in Stockholm Sweden

Who we are

The International Dialogue on Peacebuilding and Statebuilding is a tri-partite partnership between the g7+ group of countries in fragile and conflict-affected situations,⁸ the OECD-DAC International Network on Conflict and Fragility (INCAF),⁹ and the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS).¹⁰ Its purpose is to improve the way in which international and national actors operate in fragile and conflict-affected situations, in line with the principles outlined in the New Deal. It is jointly chaired by representatives from OECD and g7+ countries, and convenes regularly at ministerial and technical level. The International Dialogue is open to new members either through the existing constituencies or as a result of new partnerships.

The International Dialogue provides a platform for continuous collaboration, learning and agreement among a broad range of stakeholders on issues relating to fragility and conflict. Its members are committed to finding, promoting and implementing better ways of building peace, strengthening resilience and preventing conflict. As outlined first in the *Dili Declaration*¹¹ and later in the New Deal, the International Dialogue aims to foster coherent support to country-owned and country-led peacebuilding and statebuilding efforts, in support of the 2030 Agenda.

The International Dialogue adds value to the global and country-level efforts of its members to promote sustainable peace by bringing its three constituencies together for frank and open dialogue. With proactive champions who mobilise their constituencies, the ambition of the International Dialogue is to improve the coherence of its members' efforts, allowing them to share lessons and learn from each other and to collectively identify and advocate for solutions to problems they cannot solve individually. This, they do by leveraging the International Dialogue's unique features to catalyse a positive change in the way development is undertaken in the most challenging situations.

The International Dialogue is guided by the firm belief that preventing conflict means addressing its root causes and creating resilience to crises. Respect for human rights and international law, democratic, inclusive and effective institutions, as well as healthy state-society relations, are essential to sustainable development. In this context, the International Dialogue believes that the root causes of fragility and conflict, as well as the factors that create and sustain peace, must be identified and addressed as a priority. This is a process that should be owned and led by national governments and their people alike, including civil society organisations, and should be supported by international development partners.

Making effectiveness principles central to development co-operation efforts in g7+ countries could help. The International Dialogue catalyses its members' efforts to support countries to strengthen their resilience and to exit from fragility through more targeted and more effective technical, political, and financial support. The International Dialogue platform (i) provides forums to unblock obstacles to peacebuilding and statebuilding, at global and country levels; (ii) builds national ownership and inclusive processes to peacebuilding and statebuilding; and (iii) brings a conflict, peace, fragility and resilience "lens" to development planning and political decision-making.

⁸The [g7+](#) is a voluntary association of 20 countries that are or have been affected by conflict and fragility and are now in transition to the next stage of development.

⁹[INCAF](#) is a network of OECD DAC members and key multilateral agencies working in fragile situations.

¹⁰The [CSPPS](#) is a South-North non-governmental coalition of peacebuilding organizations that coordinates and supports civil society participation in the International Dialogue on Peacebuilding and Statebuilding (IDPS).

¹¹The [Dili Declaration](#) was endorsed by International Dialogue members in April 2010 as a response to the important challenges in achieving the Millennium Development Goals in fragile and conflict-affected situations and insists that there can be no development without peace.

What we have achieved

Since the establishment of the International Dialogue on Peacebuilding and Statebuilding in 2008, a lot has been achieved.

Members of the International Dialogue developed the *New Deal for Engagement in Fragile States*, which was endorsed by over 40 countries and organisations in December 2011. The New Deal has effectively pioneered a critical shift in collective thinking and understanding of conflict and fragility, as well as of peacebuilding and statebuilding, particularly among the aid community and among members of this unique partnership.

Eight countries agreed to pilot the New Deal in early 2012.¹² Since then, the International Dialogue has been instrumental in influencing policy and practice in many contexts. In some, there is explicit reference to New Deal language, and in others there is not. Peacebuilding and statebuilding are slow processes that require patience on all sides, but remarkable progress has already been achieved in several countries like Somalia, Sierra Leone, and Timor-Leste. For example, Timor-Leste has gone from being affected by conflict to leading the Fragile-to-Fragile co-operation initiative and becoming a donor in less than 14 years.

By using and championing the New Deal principles, International Dialogue members influenced the post-2015 development framework process and contributed to the inclusion of a Sustainable Development Goal (SDG 16) that refers specifically to peaceful, just, and inclusive societies. SDG 16 is an achievement which demonstrates collective recognition of the linkage between Peace and Development.¹³

The landmark identical UN General Assembly Resolution 70/262 and Security Council Resolution 2282, which define a “sustaining peace” agenda, also encompass many of the New Deal principles. They also echo the Stockholm Declaration’s call to prevention by addressing the root causes of conflict and fragility through a political approach to peacebuilding, based on inclusivity and national ownership.

At its fifth Global Meeting in Stockholm, Sweden, on 5 April 2016, members successfully mobilised international momentum around the fragility agenda and the New Deal principles, and agreed to extend the mandate of the International Dialogue for another five years. The Stockholm Declaration affirmed the need to focus greater attention on more effective support to countries’ own efforts towards peacebuilding, preventing conflict, and progress on pathways out of fragility.

Through the Stockholm Declaration, members reiterated their commitment to implementing the New Deal. They did so because the New Deal focuses attention on the need to address the political challenges inherent in supporting peacebuilding and statebuilding in fragile and conflict-affected situations: both in terms of how the international aid architecture works and needs to work, and in how governments effectively engage their societies. The New Deal also focuses attention on the need for inclusive processes and results; and it insists that multi-stakeholder analysis of conflict and fragility should inform political decision-making and development planning.

Given its role in championing and advancing the New Deal, members seek to reposition the International Dialogue as a vital and relevant partnership for the delivery of the 2030 Agenda in fragile and conflict-affected contexts, and to ‘leaving no one behind’. The Stockholm Declaration emphasised four focal

¹²Afghanistan, Central African Republic, Democratic Republic of Congo, Liberia, Sierra Leone, South Sudan, Timor-Leste, and Somalia

¹³Independent Review of the New Deal for Engagement in Fragile States (NYU/CIC 2015, available [online](#)).

themes that will be critical during this mandate period: (i) addressing the root-causes of violence, conflict and fragility; (ii) contributing to implementing the 2030 Agenda by using New Deal principles; (iii) using development aid in more innovative ways to better respond to protracted crises; and (iv) building wider and stronger partnerships.

Providing each other, as peers, with mutual support to facilitate the use of the New Deal principles and collectively and individually advocating for its widespread use at country level, also remains at the top of the agenda of the International Dialogue.

What we need to continue improving

Global and Country level dialogue

Significant change in behaviour at country level by national and international actors is required, so that the New Deal principles are applied and tailored to specific country needs and opportunities as they arise. Members will strengthen country-level dialogue among constituencies, and will build more effective partnerships for regular and continuous dialogue between all stakeholders. Members will also ensure that the tri-partite and inclusive-partnership principles that lie at the heart of the New Deal are used as a means of advancing its core ambition to support country-owned and country-led peacebuilding, and to inform SDG planning, monitoring, and implementation processes.

Members will both strengthen existing mechanisms and establish dedicated tri-partite country mechanisms for dialogue, involving representatives of each of the International Dialogue constituencies in g7+ countries. INCAF focal points will be put in place to complement the existing g7+ focal points and CSPPS focal points (who sit within country-teams). These mechanisms will work in close collaboration with the Implementation Working Group (IWG), which will have an enhanced role in advising International Dialogue members on New Deal implementation and strengthening peer learning between them. The IWG will work through its members, as they mobilise their constituencies, to ensure that membership-wide perspectives and learning can shape implementation.¹⁴

The International Dialogue will continue to convene at the global level to unite members around the New Deal principles, recommitted to in the Stockholm Declaration, and to share those principles more widely. The International Dialogue will build on its success in shaping global policy thinking on conflict and fragility by more actively engaging with policy and practice communities that are shaping the peacebuilding, prevention and statebuilding agenda. Global level dialogue will also serve to address the issues that arise in the process of implementing the New Deal at country level. In turn, country level dialogue will be informed by the global agenda.

Building wider and stronger partnerships

The rising profile of peacebuilding and prevention, two of the International Dialogue's core mandate issues, within the UN system, is an important opportunity that must be quickly seized. Doing so will ensure that the New Deal principles remain relevant for the wider group of stakeholders who can make a real difference to how business is done in contexts affected by fragility and conflict all over the world. This includes g7+ and beyond, including those affected by the Arab Spring and grappling with different dimensions of fragility. The Dialogue will, through tailored communication and outreach, find ways to convince the international community to adhere to the New Deal principles in these countries.

Recognising the new political opportunity created by the launch of the 2030 Agenda and the United Nations' focus on prevention and sustaining peace, as well as the renewed commitments of the

¹⁴ Further information on the IWG is provided in the Governance and Working Arrangements section.

Stockholm Declaration, the International Dialogue will strengthen itself as a key partnership / platform for building peace and preventing conflict.

Governments will not be able to finance efforts to achieve the SDGs alone. While ODA will continue to be an important source of support for fragile contexts, achieving the SDGs will require leveraging additional development finance, including from the private sector. In recognition of the important potential of the private sector to contribute to the SDGs, the International Dialogue will develop its partnership with private sector actors and platforms.

The International Dialogue and its three constituencies will build up knowledge and support for the New Deal through partnerships with other actors. Decisions regarding new partnerships will be subject to approval by Steering Group members.

Fostering political will and Inclusivity

Political buy-in to the New Deal by governments, both in g7+ and donor countries, is essential to progress. The right incentive structures must be put in place, with support to national ownership balanced with support to civil society, in order to strengthen governments' accountability to their people.

The International Dialogue will work to foster greater political will at the highest levels and across governments, development partners, and civil society in g7+ and INCAF countries. The International Dialogue will continue to convene at the global level, and it will use its capacity to mobilise high-level political decision makers to find political solutions to the difficult issues that arise in the process of implementing the New Deal at country level.

Monitoring for mutual accountability

In Stockholm, members also insisted on strengthening the International Dialogue's capacity to be a forum for mutual accountability. While the New Deal is a collective set of principles, their realisation is the individual responsibility of each member. Mutual accountability means that members will be required to account for their progress in applying the New Deal principles at country level. This will require regular monitoring of progress by members through the collection of sufficiently robust data at country level and at headquarters with input from all three constituencies. The last New Deal Monitoring Report was completed in 2014 and was overseen by the Implementation Working Group with support by the International Dialogue Secretariat. The monitoring methodology will be updated in the light of the 2030 Agenda and the Stockholm Declaration so that it can serve as a set of criteria for member accountability through mechanisms such as peer learning. The International Dialogue will produce a report on progress in implementing the New Deal principles at country level, ideally every two-to-three years. This report will serve to forge greater synergies with and draw on the monitoring efforts of the Global Partnership for Effective Development Co-operation.

The International Dialogue will also invest in regular evidence gathering. The IWG will establish close lines of communication with the in-country mechanisms. This will provide an additional feedback mechanism, through which members will stay informed of developments and challenges at the country level, and which enable frank discussions as a tri-partite partnership. The in-country mechanisms will provide regular updates on implementation progress to the IWG, who will use it to inform technical discussions and information sharing. Lessons-learnt will be shared with the INCAF, g7+ and CSPPS constituencies, with recommendations for issues to be taken up at the political level, by the appropriate entity, as and when necessary.

Increased resource mobilisation for peacebuilding

At the current levels of public and private investment in sectors related to the Sustainable Development Goals (SDGs), there could be an average annual funding shortfall of some 2.5 trillion US dollars for the 2015-30 period.¹⁵ Between 2011 and 2014, 64 percent of net Official Development Assistance (ODA) was spent in fragile contexts.¹⁶ Yet, if the SDGs are to be realised in these contexts, it will be critical to ensure that ODA is spent in ways that support peacebuilding and statebuilding and that leverage additional development finance, including from the private sector.

The 2015 States of Fragility Report showed that levels of investment in peacebuilding and inclusive statebuilding in countries affected by fragility and conflict are still very low. It highlighted the need to channel adequate and targeted resources into peacebuilding and inclusive statebuilding in g7+ countries. The report also called for scaling up aid instruments that can stimulate private resources, which are currently under-utilised. Aid instruments such as risk guarantees, new debt instruments and equity investments can all assist countries to mobilise private finance.

The Stockholm Declaration commits members to finding innovative ways of using development assistance to catalyse and leverage other sources of finance. Without this, the New Deal can only have limited traction. The International Dialogue will scale up its efforts to support resource mobilisation for peacebuilding and inclusive statebuilding in g7+ countries, and to support transparent and effective aid delivery in line with New Deal TRUST principles for effective development.

Strengthened peer learning, outreach and knowledge sharing

Experience from piloting the New Deal has highlighted gaps in country-level knowledge and understanding of what it is and how to apply it as a tool for building peace and preventing conflict, particularly in ways that are sensitive to gender and that advance inclusivity. The International Dialogue, via its members and the IWG, will work to improve the knowledge base of stakeholders at country level.

A number of relevant tools have been developed for advancing the New Deal since its adoption, including fragility assessments, risk and resilience assessments, recovery and peacebuilding assessments, among others. These tools may need to be further refined, and their use tailored to country needs. Collaboration also has to be further strengthened in order to avoid the duplication of efforts.

Fragile-to-fragile co-operation has been championed by the g7+ as a means of sharing lessons-learned and advancing New Deal implementation in-country. Improved peer-to-peer learning, both within and among the different constituencies, is of paramount importance for all members. This will strengthen the International Dialogue's capacity to identify and share what works at country level across its network and beyond.

Gender sensitivity, women's empowerment, youth agency

The Stockholm Declaration recognised that particular attention must be paid to gender-sensitivity and women's effective participation in building and sustaining peace and in statebuilding. It also recognised the positive potential of youth for peacebuilding and statebuilding, and the need to focus particular attention on youth inclusion. Over the next five years, members will deliver on their commitment to strengthen gender approaches and women's active participation and to harness the potential of youth by linking the implementation of the New Deal to the implementation of UN Security Council resolutions 1325, 2250, and related resolutions.

¹⁵UNCTAD 2014, [World Investment Report 2014](#) - Investing in the SDGs: An Action Plan.

¹⁶OECD 2016, [States of Fragility 2016](#): Understanding Violence.

B. THE STRATEGY

Core Objective

To improve development and development co-operation in conflict-affected and fragile situations, in order to achieve sustained peace and to realise the objectives of the 2030 Agenda for Sustainable Development.

How this objective will be achieved

By changing the way International Dialogue members work at country level, so that they adhere to principles of the New Deal (FOCUS, TRUST and PSGs),¹⁷ which are integrated into their policies and practices and operational processes, from planning to implementation and monitoring, and political decision-making around peacebuilding and statebuilding priorities. This includes more strategic approaches, the use of the right tools and instruments, and appropriate incentives through open discussion about what will make more adherence to these principles possible. The International Dialogue will also work to ensure that the New Deal principles inform global thinking about prevention and peacebuilding, and that they inform the planning, monitoring and realisation of the SDGs in countries affected by fragility and conflict.

Outcomes

Concretely, this would mean first more inclusive country-owned and country-led processes, where dialogue between governments, donors, civil society, and other stakeholders with the potential to shape prevention and peacebuilding trajectories, systematically accompany the design, implementation and monitoring of support to national planning and implementation. Second, these support strategies would systematically also include a greater focus on prevention and addressing the root-causes of conflict and fragility by disseminating lessons-learned at global level to shape relevant debates, thinking and practice.

In line with the Stockholm Declaration commitments, the International Dialogue has broken this objective down into five outcomes towards which it will work, and which it believes will make the greatest contribution towards its objectives:

1. **Tri-partite mechanisms for collective action are developed and promoted at country level** to advance New Deal implementation.
2. **Strengthened political support, inclusive partnerships and accountability** for delivering the objectives of the New Deal and implementing the 2030 Agenda are achieved at all levels.
3. **A clear and robust evidence base is available**, documenting progress and impact of applying the New Deal principles, motivating peer-learning across the International Dialogue.
4. **More effective, innovative, co-ordinated, and more targeted development support** in fragile and conflict-affected situations. Development aid is made conflict-sensitive, based on regular, rigorous analyses of conflict and fragility drivers, and “do no harm” principles.
5. **Gender-sensitive approaches and support to increasing women’s participation in peacebuilding** are used to enhance the quality and effectiveness of interventions, and can be observed across efforts to implement the New Deal at country level.

The International Dialogue will assess progress according to key milestones identified for each outcome to be defined and achieved during a 2-year work plan period.

¹⁷ The [New Deal principles](#) are: FOCUS, TRUST and PSGs.

Four principles for operationalising the Strategy

To support the achievement of these outcomes, members will:

- Enhance peer-to-peer and cross-constituency learning and accountability to better recalibrate their behaviour to fully adhere to the PSGs, FOCUS and TRUST principles of the New Deal. This also means fostering national ownership in ways that ensure that inclusive processes guide peacebuilding and statebuilding efforts. It also means ensuring that a conflict, peace, fragility and resilience "lens" guides development planning and political decision-making.
- Use the International Dialogue as a forum to unblock obstacles to peacebuilding and statebuilding, at the global and country levels, and for mobilising greater political will, improved strategic approaches, the use of the right tools and instruments, and the identification of appropriate incentives.
- Prioritise a focus on countries where there is clear political commitment to implementing the New Deal. Where political will is lacking, the International Dialogue will work to build that commitment before moving to support country implementation.
- Ensure that the International Dialogue's work is guided by the principles of continuous dialogue, inclusivity, transparency, accountability gender-sensitivity, a focus on the role of women and youth, and promoting the concept of partnerships and peer learning.

Work Plans

Based on the priorities outlined above, and based on the desire to improve country-level implementation, an International Dialogue work plan will be developed every two years. The work plan will be submitted for approval by the Co-Chairs and the Steering Group.

Work plans will be a joint effort to which members commit to delivering together and reporting on, supported by the International Dialogue Secretariat. Their content will be based on the outcomes outlined above, and developed as the result of an iterative, consultative process, in which members' own work plans and planning discussions are reflected. The intention is to ensure ownership and commitment by all members. This will be a collaborative effort, facilitated by the International Dialogue Secretariat, between the constituency secretariats (who will convey the views of members, who have responsibility for New Deal implementation at the country level), the Co-Chairs of the International Dialogue, the Co-Chairs of the IWG, and the in-country mechanisms once established.

Work plans will include information about which members / and constituencies will lead a particular work stream, and define the role each of the constituency secretariats and the International Dialogue Secretariat will play in respectively supporting delivery on each work stream.

C. GOVERNANCE AND WORKING ARRANGEMENTS

International Dialogue Global meetings

Global International Dialogue meetings at ministerial/heads-of-agency level will take place once every year. These meetings, chaired by the Co-Chairs of the International Dialogue, will be the principal forum for political dialogue and decision-making by the full International Dialogue. Their role will be to set the

level of ambition for the Dialogue, take high-level strategic decisions to advance joint work, and to take decisions with respect to the strategic contributions to other key international processes and fora.

The venue and timing for Global Dialogue Meetings will be set flexibly to ensure relevance, timeliness, visibility, impact and effectiveness; however an effort will be made to provide members with an advanced schedule of proposed meetings for the year. To the extent possible, Global Meetings will rotate evenly between g7+ countries and INCAF members and should, in order to save time and resources, be planned back-to-back with other senior-level events, when possible.

Chairing Arrangements

The International Dialogue is co-chaired by representatives of the g7+ and INCAF. They provide strategic guidance to the International Dialogue as a whole, and to its bodies, working groups and teams, between Global meetings. The Co-Chairs represent the International Dialogue externally, guide its work, and are responsible for ensuring delivery on its overall objectives. They chair the Global meetings and the meetings of the Steering Group, or assign this duty to their senior representatives. Each Co-Chair will designate a senior-level official to represent them and advance the work on a day-to-day basis, co-ordinating and working with the Secretariat.

Candidates for International Dialogue Co-Chair positions must be put forward by their respective constituency and will be endorsed or re-confirmed for a two-year period at the annual Global meeting, at ministerial level.

Between Global and Steering Group meetings, the Co-Chairs, supported by the International Dialogue Secretariat, will be responsible for communicating, on a regular basis, directly with Steering Group members, IWG Co-Chairs, and the full membership via their constituencies' Secretariats, in order to report on progress and solicit member participation and interest in work plan delivery and agenda setting in advance of meetings.

International Dialogue Steering Group

The Steering Group consists of the Co-Chairs, and 26 members representing the constituencies - the g7+, INCAF, and CSPPS. The International Dialogue Co-Chairs may also invite Co-Chairs of the IWG and other working groups, who are not already represented as regular members, to attend Steering Group meetings.

In addition, four external observers may be selected to participate in Steering Group meetings, based on selection criteria agreed on by Steering Group members. Observers may include partners who are not members of the Steering Group, or representatives of other initiatives, like the Global Partnership for Effective Development Co-operation, or the private sector.

The Steering Group provides strategic guidance, co-ordination and oversight to deliver the Dialogue's work programme. Based on its assessment of progress on the implementation of the work programme, the Steering Group and the Co-Chairs may make recommendations to the International Dialogue as a whole, or take the decisions necessary to ensure that work can advance effectively between Global meetings.

Working Groups and ad-hoc teams can also be set up at the request of the Steering Group, to work on specific thematic issues. Working group Co-Chairs and team leads are selected by the Steering Group among members of all three constituencies, ensuring fair gender representation.

The specific functions of the Steering Group are to:

- Provide general guidance, strategic direction, and take decisions related to the Dialogue and its work programme in-between Global meetings;
- Provide regular oversight and guidance on the implementation of the work programme and inputs on the deliverables as they are produced;
- Support the implementation of the New Deal by influencing norms and processes at global and country level and by mobilising financial resources;
- Advise on the preparations for Global meetings and identify other opportunities (e.g. at global or regional levels) to promote its work.

Decisions will be taken on a consensus basis. In case a decision needs to be re-discussed, the Steering Group will consult with the Co-Chairs and propose the best course of action.

Candidates for Steering Group membership from g7+ and INCAF countries will be nominated by their respective constituencies. Steering Group membership will be endorsed or re-confirmed for a two-year period at the annual ministerial-level Global meeting. Civil society will use their own consultative process and secretariat to nominate and reconfirm their representatives on the Steering Group.

The Steering Group will ensure that the TRUST principles on effective development are reflected in Steering Group operations and procedures.

Communication and convening of Steering Group members

The Steering Group convenes both in person and virtually. The Steering Group as a whole will aim to meet in person every 6 months. Where logistically possible, Steering Group members will also meet virtually between meetings, and work in a consultative manner.

There are logistical challenges to virtual meetings of the whole Steering Group, but the International Dialogue Secretariat will endeavour to facilitate virtual consultation. Those represented at virtual meetings will ensure that decision-making is transparent and accountable to the full membership.

Implementation Working Group

The Implementation Working Group (IWG) provides technical advice to members engaged in New Deal implementation at country level, and facilitates the monitoring of New Deal implementation, lesson-sharing and peer-learning. It forges joint agreed-action on technical priorities across the constituencies.

The IWG is not an operational body but an advisory body. It works closely with all International Dialogue members engaged in country-level implementation, and engages directly with other New Deal-focused initiatives, to complement and enhance the quality of their work with respect to applying the New Deal principles. Given its role in monitoring and advising on New Deal implementation, it also relies on members to feed back on their experiences in order to learn lessons about the practice of implementation, and share those lessons among the membership and beyond.

The IWG is co-chaired by representatives of the three constituencies. The Co-Chairs rotate every two years, whereby this will imply for the CSPPS a rotation between Northern and Southern members of the constituency. IWG members, which are drawn from the three constituencies, are expected to champion particular IWG priorities or themes and to advance the group's agenda in their individual agency, organisational or government capacities, but also as members of the IWG as a group.

In line with the Stockholm Declaration commitments, the purpose of the International Dialogue, as a whole, is to improve country-level implementation of the New Deal over this mandate period and to use the New Deal principles to inform current policy discussions at the global level on how to deliver the

SDGs, sustaining peace, conflict prevention, migration and resilience, and on linking fragility and conflict assessments to inclusivity in development planning at the national level.

The IWG will have an important role to play in facilitating this, in setting the agenda for the International Dialogue as a whole, and in equipping members at country level with the necessary tools, understanding of experiences elsewhere, and awareness of opportunities in-country. To this end, the IWG Co-Chairs will work in close collaboration with the in-country mechanisms and Dialogue members to troubleshoot problems, and to identify the obstacles to implementation which need to be addressed at the country and global levels. The IWG will oversee the development of tailored tools and provide advisory support to the work of in-country mechanisms.

The IWG will ensure that information received through these channels helps to inform the debate at the Steering Group and Global Ministerial levels. The IWG will ensure that the TRUST principles around effective development are reflected in its operations and procedures.

The work programme of the IWG is also developed every two years, and updated yearly. It is an integral part of the International Dialogue's overall work plan, and focuses essentially on support to, and monitoring of, New Deal implementation at the country level. The Co-Chairs of the IWG will communicate with members of the group and with the International Dialogue Co-Chairs on a regular basis (between meetings) to update on progress, mobilise member engagement in work plan delivery, and foster links between the global dialogue and implementation at the country level.

In summary, the IWG will:

- **Gather learning across the membership**, supporting and strengthening peer-learning and knowledge-sharing at national levels across constituencies and countries, and at the global level for scaled up and improved New Deal implementation;
- **Support, monitor and analyse progress and challenges of implementation at country level**, notably by supporting the tri-partite in-country mechanisms, country-led dialogues, and the linking of fragility assessments with development planning and political dialogue and decision-making.
- **Identify solutions to problems and obstacles** that we cannot solve individually.

In practice, its main areas of focus include:

- Overseeing the monitoring exercises of New Deal implementation and integration of New Deal principles into national SDG planning cycles.
- Receiving regular reports (through calls, printed reports or presentations) of country-specific progress from the tri-partite in-country mechanisms, monitoring New Deal implementation in-country and discussing its findings.
- Framing, supporting and assessing the impact of demand-driven country-dialogue processes.
- Strengthening knowledge and capacity at national level by providing a forum for reviewing specific challenges to New Deal implementation in-country; communicating successes and learning within and across constituencies.
- Transmitting in-country learning to the global level.
- Reporting bi-annually on the challenges and recommended solutions to its membership and to the Steering Group to unblock identified obstacles.

Communication and convening of IWG members

Ideally, the IWG will convene twice a year in person (ideally for two days), once in a G7+ country and once in an INCAF country. Where possible, IWG and Steering Group meetings will be held back-to-back. Between meetings, the IWG Co-Chairs convene virtually at least once a month.

The International Dialogue Secretariat provides a range of support services to the members of the IWG and its Co-Chairs. This helps to ensure that the IWG is functional, able to effectively communicate with

its members, and able to deliver on its work programme. Members represented at virtual meetings, with the support of the Secretariat, will ensure that decision-making among the IWG Co-Chairs is transparent and accountable to the group's membership and that of the International Dialogue.

Ad hoc groups, working groups and teams

The Implementation Working Group is just one of a number of working arrangements that the International Dialogue will use to deliver on its agreed objectives. Working groups, ad-hoc groups or teams are the main vehicles for the delivery of the mandate and work programme. Their mandate and progress will be reviewed at the Global and Steering Group meetings. They have joint g7+, INCAF, and CSPPS participation, tri-partite co-chairing arrangements, and are set up at the request of the Steering Group.

The working group Co-Chairs and team leads are responsible for steering the work of the groups and teams, for co-ordinating across the groups, and for the delivery of the agreed outputs. Working groups report to the Steering Group and Co-Chairs, against a predefined timeline. At country-level, they are supported by focal points from the g7+ and INCAF and CSPPS constituencies, who directly and/or via their Secretariats liaise closely with the International Dialogue Secretariat, which, depending on capacity and resources, can provide some basic support services.

The working groups and ad hoc teams are also key vehicles, together with the Steering Group and Global meetings, for capturing, documenting and sharing the experiences of New Deal implementation and other work related to peacebuilding and inclusive statebuilding. Working groups will ensure that the TRUST principles of effective development co-operation are reflected in their operations and procedures.

The full International Dialogue membership

The constituencies' Secretariats are responsible for ensuring that members who are not directly represented on the Steering Group or on the IWG are regularly kept informed of progress in delivering on the Strategy and work plan, through regular and active outreach, and regularly updated web-based communication. The International Dialogue Secretariat will also have a role to play in also ensuring that the full membership is kept informed of work progress, and is provided with periodic statements of income and expenditure, in line with institutional reporting arrangements. All secretariats are expected to provide the membership with statements of income and expenditure, in line with their own institutional reporting arrangements at Steering Group meetings.

Partnerships

In line with the Stockholm Declaration's commitment to building wider and stronger partnerships, and in pursuit of the outcomes outlined above, the International Dialogue will seek to expand and deepen its partnerships throughout this mandate period. In addition to UNDP's membership of the International Dialogue, a particular focus will be placed on those parts of the UN system responsible for the "sustaining peace" agenda including the Security Council, PBC, PBSO, DPA, DPKO, and with 2030 Agenda and SDG16 advocates, non-g7+ countries facing fragile situations, regional organisations, the private sector, and humanitarian actors.

This will be done through both convening thematic dialogues and outreach, and through possible invitations to join the International Dialogue as members / observers. All members of the International Dialogue will be consulted on the scope and content of these partnerships and on how engagement with new partners will be matched with resources and capacity. The Steering Group and Co-Chairs will take decisions on the extension of membership and observer status, on a case by case basis.

International Dialogue support structures

The members of the International Dialogue are responsible for the implementation of this Strategy. Each member belongs to a constituency. Each constituency has its own secretariat that provides essential co-ordination and administrative facilities to members. All three constituencies of the International Dialogue and their secretariats play key roles in supporting and advancing Strategy and work agenda.

The International Dialogue Secretariat operates in direct support of the International Dialogue. The Secretariat provides support to its bodies and facilitates, as may be required, the participation of its members in Dialogue initiatives. The Secretariat is hosted by the OECD. Its functions are aligned with available resources, and may include:

- Convening International Dialogue members: Organisation the Global meetings, Steering Group meetings, and other International Dialogue meetings (e.g. thematic meeting and side events);
- Provision of secretariat services to the International Dialogue Co-Chairs, the Steering Group, and the IWG, and facilitating virtual communications between meetings;
- The provision of administrative and logistical support to enable work through ad-hoc working groups and teams;
- Liaison and co-ordination with the g7+, INCAF and CSPPS tri-partite mechanisms on the delivery of the agreed work programme and related meetings;
- The production, management, and dissemination of work, information, communication material, and guidance on all aspects of the International Dialogue's efforts, including the New Deal, lists of focal points for the various work streams, an annual calendar of events (followed by monthly updates), and reference documents;
- External communications management on all aspects of the Dialogue's work;
- Support to the production and dissemination of analytical work in support of the work programme and that of the working groups/teams. This includes the production of documents for meetings, monitoring progress on New Deal implementation, documenting and dissemination of lessons and experiences on New Deal implementation, managing transparent and open bids for solicitations when requested by the Steering Group.
- Provision of financial statements in line with institutional reporting requirements;
- Support to fundraising and managing of reporting to donors;
- Facilitation of linkages between the International Dialogue and other OECD-hosted partnerships, notably the Global Partnership for Effective Development Co-operation;
- Initiation and support to outreach initiatives to engage other relevant processes and actors (e.g. security, political actors, emerging donors, regional organisations) at the behest of the Co-Chairs and the Steering Group.

If the members are to be able to individually and collectively deliver the Strategy outlined here, all of its Secretariats must be fully functional. A coherent approach to financial support is therefore required.

ANNEX I

Steering Group of the International Dialogue (2016)

Co-Chairs of the International Dialogue	
1	g7+ Co-Chair of the International Dialogue on Peacebuilding and Statebuilding
1	INCAF Co-Chair of the International Dialogue on Peacebuilding and Statebuilding
Members of the Steering Group	
1	Co-Chair of the International Network on Conflict and Fragility (INCAF)
1	Senior representative of the g7+
9	Representatives from the g7+
7	Representatives from INCAF
4	Representatives of civil society stakeholders (North and South)
1	Representative of the United Nations
1	Representative of the multilateral development banks
Observers to the Steering Group	
4	One representative each from the g7+ secretariat, the INCAF secretariat, the CSPPS secretariat and the International Dialogue secretariat.
	Flexible seats for other individuals or representatives of other stakeholders <u>by invitation</u> from the International Dialogue Co-Chairs.