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# THE PEACEBUILDING COMMISSION

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# Introduction

The Peacebuilding Commission (PBC) is an intergovernmental advisory body that supports peace consolidation efforts in countries emerging from conflict. The PBC is a political and non-operational body that helps focus the attention and resources of the international community on post-conflict countries in the immediate aftermath of conflict, thus enabling countries to make the transition from conflict to sustainable peace and development. Hence, the engagement of the PBC in each individual country is by nature transitory and context-specific.

There are currently six countries on its agenda: Burundi, the Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone.

The PBC mandate is derived from the following sources:

- a. Paragraph 2 of the PBC founding resolutions A/RES/60/180 and S/RES/1645(2005):
  - i. accompany post conflict countries in their peacebuilding and recovery process;
  - ii. help marshal resources and ensure predictable financing for immediate post-conflict activities and sustained financial investment over the medium to longer-term; and
  - iii. help sustain attention of the international community to post-conflict recovery and ensure coherence among international partners.
- b. In the case when a country is referred by the Security Council, the mandate given by the Council and all other relevant Council resolutions referring to the role of the PBC in a given country.
- c. The instrument of engagement with the country, which highlights the peacebuilding priority areas of PBC work and further refinements deriving from periodic reviews of the engagement

The report of the Co-Facilitators of the 2010 Review of the Peacebuilding Architecture noted that the approach of establishing a dedicated country configuration (CSC) as soon as a country comes on the Commission's agenda has worked well to date. Country-specific meetings bring a degree of attention and engagement that otherwise is not possible, and will continue to be the normal vehicle for interaction with a country on the Commission's agenda. The report also noted that there is general readiness for the PBC to consider some degree of experimentation with various forms and options of engagement with countries on its agenda.

The work of the PBC at country-level is carried out by CSCs. The way the CSC fulfils its mandate varies from country to country depending on country-specific circumstances and needs, the status of the peacebuilding process, and the type of UN and international

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presence on the ground<sup>1</sup>. The work of the PBC is supported by the Peacebuilding Support Office (PBSO).

While the Provisional Rules of Procedure of the PBC<sup>2</sup> indicated that CSCs could be chaired by the Chair of the PBC or one of his Vice-Chairs, the Organizational Committee has decided, in consultation with the country concerned, to elect a dedicated Chair for each CSC from among the CSC members to act as convener of the CSC and to steer its work, to become the interlocutor of the country's national actors and international partners, and to interact with the country's international partners.

Instruments of engagement between the PBC and the countries on its agenda have evolved over time. Initially titled "Strategic Framework for Peacebuilding" in Country on the agenda, they have been further simplified. They are currently referred to as "Statement of Mutual Commitments" between the Government of the country on the agenda and the PBC. The Statement of Mutual Commitments (SMC) seeks a sharper focus on mutual engagements by the Government and the PBC. SMCs have been currently applied in Liberia and Guinea.

This paper represents PART I of areas of working methods which are linked to ongoing efforts aimed at enhancing the impact of the PBC at the country-level. These are areas in which the PBC has acquired considerable experience and has learned important lessons which can contribute to some standardization in its approach to the work at the country-level. It is also believed that clarity in certain areas of working methods will help sustain institutional continuity which would benefit the broader membership of the PBC which witness periodic changes of approximately 50 % of the membership every two years.

This paper is divided into three chapters: Chapter 1 outlines the "Options of the PBC Engagement in Each country". Chapter 2 examines three discrete and closely-related issues grouped under the heading of "Organizing the work of the PBC". The three issues presented are the "Terms of Reference of the PBC Chairs and Members of Country Configurations", "Organizing Field Visits" and "Periodic Reviews of the Instruments of Engagement". Chapter 3 focuses on the "Communications", which represents an important dimension of the Commission's outreach to national actors, United Nations and non United Nations partners and operational actors.

PART II will be presented in due course and is expected to cover additional areas of the working methods in which the Commission is yet to develop sufficient knowledge and lessons relevant to its core functions, its forms of engagement, ways to measure its impact, the contributions of its individual members, its linkages with field-based and other operational actors at Headquarters, and its transition and exit criteria.

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<sup>1</sup> In countries in which the Security Council is actively seized there can be either a DPKO-led UN Peacekeeping Mission or a DPA-led Special Political Mission. UN Missions are headed by a representative of the Secretary-General and their mandates are determined by the Security Council. In addition, in countries with or without a UN Mission, there are a number of UN and other international actors.

<sup>2</sup> PBC/1/OC/3/Rev.1



# Options for the Peacebuilding Commission's Engagement in Each Country

## **A. When does the PBC engage and what does it contribute?**

Paragraph 12 of the founding resolutions A/RES/60/180 and S/RES/1645(2005) describes the channels through which a country is referred to the PBC for advice. However and in accordance with the principle of national ownership, as enshrined in the founding resolutions, the referral process must be triggered by a formal request from the national government of the country seeking advice.

As an intergovernmental, political and non-operational body, the PBC supports peace consolidation efforts in countries emerging from conflict or are at risk of lapsing into conflict which seeks its advice. It does so by sustaining international attention and calling for increased international engagement and coordination to address outstanding threats to peace in the countries seeking PBC support.

### ***1. Entry points for possible PBC engagement***

Generally, the PBC's engagement could be best considered when:

- a.** The situation on the ground presents high risk of lapsing or relapsing into violence.
- b.** A country has entered a crucial phase in its post-conflict peace or transition process, requiring coordinated attention to critical risk factors.
- c.** A multidimensional peacekeeping mission is anticipated or about to withdraw but the host country still lacks sufficient national capacity to take up the mission's functions.

## **2. Added value of PBC engagement**

Each specific request from a country for PBC assistance requires a thorough analysis of what the PBC can offer and how it can add value to what the UN and other international partners are already offering in the country. Specifically, the PBC can:

- a. Focus the attention of the UN and of other international partners on a number of critical and specific peacebuilding priorities, identified by and jointly agreed with national authorities, with a view to ensuring sustainable peace.
- b. Provide political accompaniment, advice, advocacy and resources by PBC members collectively, drawing on their respective experiences and comparative advantage.
- c. Help enhance coordination among international partners and alignment of international engagement behind national peacebuilding priorities. In this regard, the PBC supports the objective for the UN to “deliver as one” in the field in the countries on the PBC agenda.

## **B. Guiding principles**

On the basis of the experience accumulated in the countries presently on the agenda of the PBC, some principles can be developed to guide the future work of the Commission as follows:

1. **National ownership.** Countries on the PBC agenda are expected to articulate national peacebuilding priorities and, subsequently, demonstrate readiness to own and use the instruments of engagement around these priorities to advance national peacebuilding objectives.
2. **Reduce the ‘transaction cost’.** Modalities of engagement should strive to remain as light as possible and rely as much as possible on existing national tools and mechanisms. Modalities of engagement could be adjusted throughout the course of the PBC engagement to reflect progress in the peacebuilding process.
3. **Form to follow substance.** PBC’s modalities of engagement should be determined by the type of assistance and advice a country is seeking from the PBC.
4. **PBC to embody the international community.** The PBC can be effective only if its members engage and contribute to its work, especially at the country-level.
5. **Coordination with field presence is essential.** The PBC is expected to complement efforts of and ensure coherence among the UN and other international actors in the field. In this regard, the PBC should maintain dynamic links with field-based actors.
6. **Periodic assessment:** The PBC should ensure success of its efforts through assessment of: (1) the overall progress or lack thereof against the mutual commitments made to address agreed peacebuilding priorities; (2) the contribution provided by the PBC and its members to meet its share of these commitments; and (3) the impact of PBC engagement through use of periodic reviews as a feed-back mechanism.

## C. Options for PBC engagement

1. **Once a country is added to the agenda of the PBC**, the Commission with the consent of the country seeking advice jointly agree on:
  - a. The scope of the engagement;
  - b. The agreement sealing the engagement and the monitoring mechanism to assess progress in implementing it;
  - c. The institutional setting, both at UN Headquarters and in the field, to support the implementation of the agreement.
  
2. **The PBC may select from a menu of options from which to design its engagement** in light of the following elements:
  - a. The scope of the PBC engagement will generally have the dual character of advocacy and resource mobilization which must be tailored to the specific needs and requirements of the country seeking advice, and may also take into consideration the regional context in which the national peacebuilding process takes place.

SCOPE OF THE ENGAGEMENT	DESCRIPTION
<b><i>A number of peacebuilding priority areas</i></b>	The conditions for building peace are ripe, in view of the existence of a national strategy and the PBC agrees with the national authorities, and in consultation with the international community, on a number of peacebuilding priorities for which the PBC members collectively commit to rally the support of the international community in a coordinated manner and in alignment with national strategies.
<b><i>Specific and punctual tasks of limited duration</i></b>	A post-conflict country or a country in some form of transition may seek the support of the PBC for a narrow and/or well defined objective(s) achievable in a relatively short period of time. Tasks of this kind could include PBC assistance to align and coordinate international support behind national peacebuilding and development plans (e.g. PRSPs).

<p><b>Lessons learned and best practices</b></p>	<p>A country may wish to benefit from the experience of countries that have completed their peacebuilding process. The PBC could become a platform for lessons and experience-sharing by compiling such experience or by engendering forms of potential collaboration, particularly South-South cooperation.</p>
<p><b>Specific issues with a regional dimension</b></p>	<p>In situations in which common trans-border challenges represent threat to peace in a region or sub-region, e.g., drug and arm trafficking, organized crime, piracy and youth unemployment, the PBC could be asked to support a regional approach by the UN and the rest of the international community, including through promoting attention by and coherence among key operational actors.</p>

**b. Type of commitment between the PBC and the country seeking advice**

The PBC agrees with the authorities of the country under consideration on a number of peacebuilding priorities, to be included in the agreement between the PBC and the country. The agreement represents the “instrument of engagement” between the PBC and the country. It is through this agreement that the members of the PBC will collectively commit to rally the support of the international community behind the agreed priorities, in a coordinated manner and in alignment with national strategies. On the other hand, the country’s national authorities and actors commit to address impediments to peace consolidation. The nature and scope of the instruments of engagement will remain flexible and adaptable to the evolving and changing needs of the country concerned, and can thus evolve over time and be integrated in a single national peacebuilding/development strategy.

<p><b>Type of commitment between the PBC and the country</b></p>	<p><b>1) Statement of Mutual Commitment (earlier known as Strategic Framework for Peacebuilding).</b> These are agreements/contracts negotiated between the PBC and the authorities of the country under consideration. They place in writing the mutual commitment between the PBC and the country. They are aligned with national strategies whenever they exist. They are negotiated and formally adopted by the PBC. These instruments have become simpler and leaner over time. This has been made possible by the better quality, coverage and degree of buy-in of national planning documents, notably the second generation PRSPs, which bring together in one document peace consolidation and development objectives of the country.</p>
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<b><i>Type of commitment between the PBC and the country (cont.)</i></b>	<p><b>2) A Note on Peacebuilding Priorities:</b> For countries which may decide to seek the PBC’s advice in the future and depending on country-specific circumstances, the contract could take the form of a “Note on Peacebuilding Priorities” drawn up and agreed jointly by the Government and the PBC. The Note could be considered when the Government is seeking the PBC’s support in a very limited number of areas that could include also improving processes (such as donor/partner coordination). The Note could also represent the evolution in the PBC’s instrument of engagement with a country which has been on the agenda for an extended period of time and its needs have evolved to allow increased focus on limited number of priorities ahead of transition off the PBC agenda.</p>
	<p><b>3) Compilation of best practices for a specific priority:</b> There could also be <u>no</u> formal contract, for example, in cases in which a country seeks the PBC’s support to compile best practices and lessons learned. Instead, the PBC could render its advice through the submission of a compilation of best practices.</p>

- c. Periodic reviews<sup>3</sup> of progress are conducted in the field by all relevant national actors and their international counterparts to periodically assess:
- i. Progress against the agreement/contract between the PBC and the country;
  - ii. The contributions made by national actors, international partners, including PBC members; and
  - iii. The remaining challenges, suggest possible course adjustment and future work.

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<sup>3</sup> See section II C of this document “ Periodic Reviews of the Instruments of Engagement”

## D. The institutional setting

When a country seeks the support of the PBC, a mechanism both at UN HQ in New York and in the field is set up to support the work of the PBC.

### At UNHQ in New York

In adherence with GA/Res/60/180 and SC/Res/1645 (2005), the Organizational Committee had established Country-Specific Configurations (CSCs) for the first six countries to be placed on the agenda of the PBC. Its membership includes all 31 members of the PBC Organizational Committee (elected members from the three UN principal organs, and selected members from the top financial and troop/police contributors), the country seeking advice, neighbouring countries and countries with special political, financial and economic ties with the country concerned, as well as political and financial global and regional organizations.

**1) Membership:** CSCs could be consisted of 40 to 50 members. The obvious advantage is the wide representativeness. The drawback, however, is an insufficient level of commitment to participate in meetings of and contribute to the activities of CSCs by all these countries. This has placed unforeseen burden on Chairs of CSCs who have, in most cases, acted on their own.

In order to encourage wider ownership of the PBC engagement, CSCs may opt to use various tools, such as informal sub-groups of CSC members (informal steering groups) that pledge to engage more intensely in support of the PBC's share of the commitments agreed with the countries concerned. The CSCs will ultimately remain the formal set-up for policy and decision-making.

For the next countr(ies) which might request advice, the PBC would consider whether a standard CSC or other types of country-specific configurations will offer the most effective institutional mechanism. One possibility could be for the Organizational Committee to invite informal "dedicated groups" of interested and volunteering member states and institutions which are committed to contributing, *inter alia*, lessons learned, expert advice, know how, in kind and financial support to provide focused and result-oriented advice to the countries concerned. The Chair/Coordinator of the "dedicated group" will report periodically to the Organizational Committee which, in this case, will ultimately be the formal set-up for policy and decision-making. Should members of the "dedicated group" not be members of the Committee, an invitation by the Committee to join the "dedicated group" will be issued to these members.

**2) Chairmanship:** A Chair is elected by the Organizational Committee to act as convener of the CSC and to steer its work, to become the interlocutor of the country's national actors and international partners, and to interact, on behalf of the PBC, with the country's international partners.

Experience has shown that unless the Chair comes from a country that is already a strong partner (politically and/or financially) of the country under consideration, it may make it more difficult for him/her to exercise the necessary clout with the Government and with the UN and the rest of the international community in order for the PBC to undertake its functions effectively. Representation of the country holding the Chair at the country-level is also perceived to be an important asset.

If the Organizational Committee decides to invite a "dedicated group" to consider the formulation of specific advice or engagement with a country seeking advice over a specified period of time, a member of the Committee will be elected as chair/coordinator, with prior consent of the country concerned. If the advice sought of the PBC is related to compilation of lessons learned and best practice, the Committee could invite the Chair of the Working Group on Lessons Learned (WGLL), or elect a specific chair/coordinator, to lead such effort.

The Chair of the WGLL or the elected chair/coordinator will consult with and seek the contribution of members of the PBC through the WGLL, before reporting back to the Organizational Committee to formalize the outcome.

The chairing function would be undertaken by the country represented by its Permanent Representative in New York. A country dimension of the Chairmanship is deemed essential for the discharge of the chairing responsibility. This entails that the elected country would be expected to demonstrate clear commitment and support to the PBC objectives at all levels of Government, both in the capital and in the field. If the chairing country has a diplomatic presence in the agenda country, the Ambassador in situ would be expected to provide a link for the PBC with leading actors in field such as the UN Secretary-General's Special or Executive Representative and the host Government. The country dimension would also ensure greater continuity, since a country would be expected to commit for a reasonable period of time, and its responsibilities should be unaffected by any turnover in the Permanent Representative position in New York.

## ***In the field***

**3) The counterparts** of the PBC at the country level are the Government, non-state actors (political parties, traditional and religious leaders and others), civil society, private sector, the United Nations (peacekeeping or political missions and United Nations Country Teams (UNCT), as appropriate, and representatives of the international community. There is a well recognized need to strengthen the working relations between the PBC in New York and national and international actors on the ground. Therefore, the relationship with the most senior representative of the Secretary-General is essential to the functioning of the PBC in the field<sup>4</sup>.

The Joint Steering Committees (JSCs), already in place in countries receiving PBF funds under the PRF facility, appear well placed to become field counterpart of the PBC at policy level and with clear distinction from its technical function in support of the PBF. Using the JSCs for both PBC and PBF matters would also ensure that PBC and PBF's objectives are fully aligned and that one reinforces the work of the other. The use of JSCs, however, would need to be decided on a country-specific basis and should not result in duplication of nor increase in the transaction cost for the UN or the Government concerned.<sup>5</sup>

## **E. Evolution of PBC engagement**

The PBC and the country under consideration decide at the beginning of their partnership the appropriate form of engagement. However, it is reasonable to envisage that at moments in the partnership, because circumstances on the ground have evolved, a different type of engagement between the PBC and the country could more effectively achieve the agreed peacebuilding objectives.

1. **Feedback mechanism:** To support this process of adaptation of PBC work to prevailing circumstances on the ground, there is a need for a feedback mechanism at the country-level capable of generating informed inputs on progress and to recommend modifications in the engagement with the PBC, as necessary.
- a. **A field-based interface** <sup>6</sup> is needed. For example, a JSC that includes all relevant national actors and international partners, and that is co-chaired by the Government (at Ministerial level) and the UN (senior-most level), would advise on the scope of PBC engagement and on the content of the agreement/contract with the PBC, and conduct its periodic reviews. This should lead to improved coordination with and deepened ownership of the PBC-led process by the Government, the senior UN leadership at the

<sup>4</sup> See section II A of this document on the Terms of Reference of the Chairs and Members of the Country Configurations.

<sup>5</sup> This area will be further elaborated in PART II of the Compendium in connection with the "PBC's field-based interface".

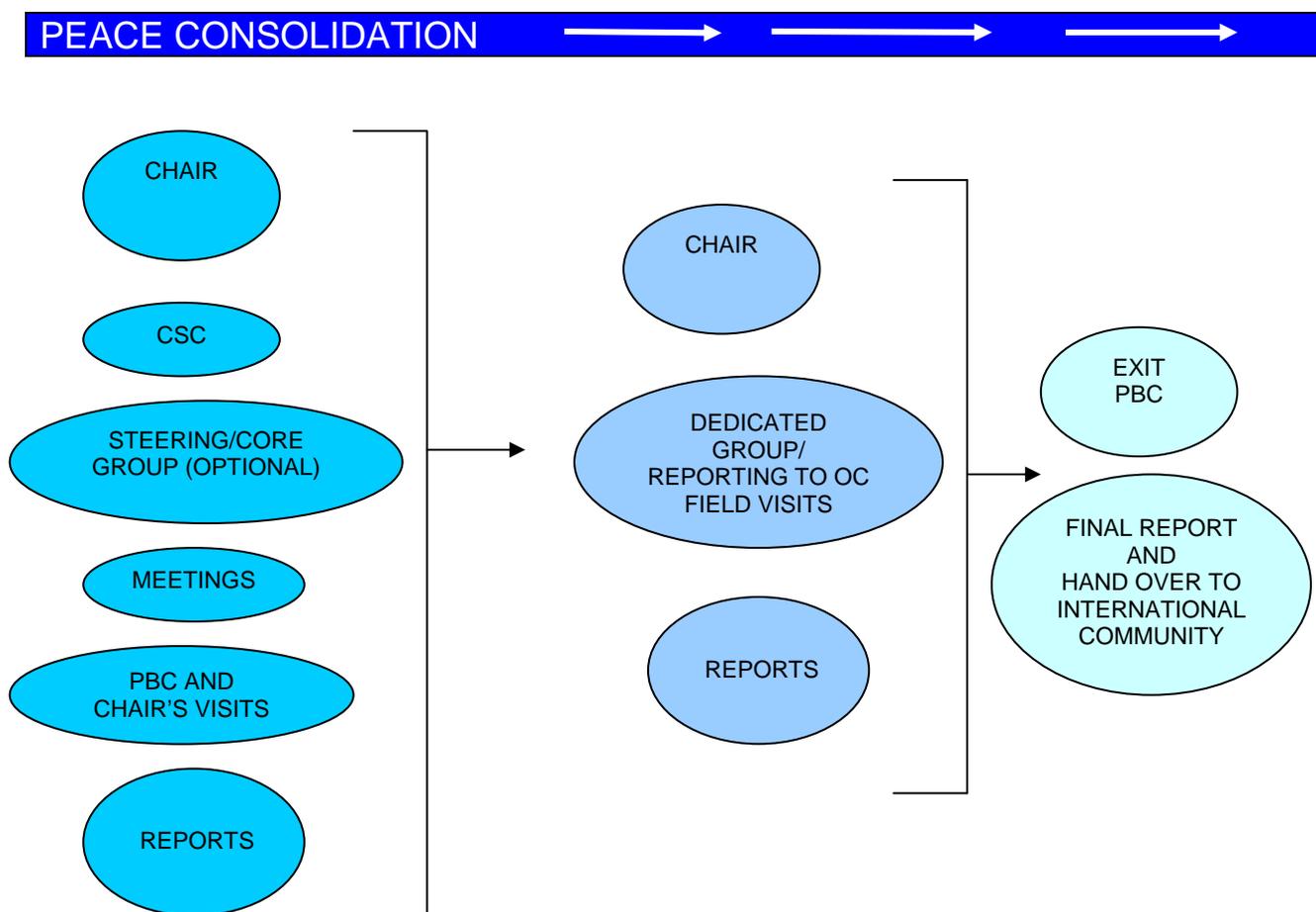
<sup>6</sup> Ibid

country-level and key international partners represented by the respective resident embassies/offices of PBC members.

- b. Periodic reviews** would continue to be used to assess progress and remaining challenges in the priority areas identified in the PBC's instruments of engagement. Importantly, they could be prepared by the JSC and subsequently endorsed by the Country Configuration. In addition, and in order to ensure that the work of the PBC remains relevant, periodic reviews could contain, at least every two years, a critical assessment of whether the PBC is operating effectively in the country or whether other types of engagement could better help achieve the set objectives. The critical assessment could also help the PBC's consideration of exit in consultation with the Government concerned and the referring organ, if any.<sup>7</sup>

In addition and through this iterative process, the PBC would adapt its engagement to prevailing circumstances on the ground.

**2. An illustration of a possible evolution of the PBC engagement in a country that steadily progresses along its peace consolidation trajectory is provided below:**



<sup>7</sup> This area will be further elaborated in PART II of the Compendium in connection with “Practical and country-specific tools to assess impacts and measure results through the periodic reviews of the instruments of engagement”.

## **F. Exit the PBC<sup>8</sup>**

A determination by the PBC to disengage would be based on several considerations that are primarily political in nature but also reflective of the assessed progress.

The periodic reviews would guide the assessment of progress towards peacebuilding or continuing challenges/gaps.<sup>9</sup> The most recent reviews will inform a final assessment report to be developed by the PBC in consultation with the Government and the referring organ, as applicable. The final assessment report will be submitted to the Government and the referring organ, as applicable. The decision to transition out of the PBC agenda would ultimately depend on the will of the country under consideration, and on the outcome of the consultations referred to above.

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<sup>8</sup> The work on exit and transitions of the PBC is still evolving and will be addressed in Phase II of the development of the Commission's working methods.

<sup>9</sup> Ibid

## The work of the Peacebuilding Commission in Each Country

### A. Terms of Reference for the Chairs and Members of Country Configurations

#### **1. The work of the PBC country configurations**

In line with its mandate as outlined in section A 1, the CSC agrees with the authorities of the country under consideration, and in consultation with the most senior representative of the Secretary-General in the field (Executive and Special Representatives of the Secretary-General (E/SRSGs), Resident Coordinators (RCs))<sup>10</sup>, on a limited number of peacebuilding priorities to become part of a mutual commitment between the country and the PBC. Through this commitment, the members of the CSC collectively commit to:

- Rally the support of the international community behind the agreed priorities, in a coordinated manner and in alignment with national strategies, and
- Contribute, on the basis of respective experience and comparative advantage, lessons learned, expert advice; know how, as well as in kind and financially towards the achievement of agreed peacebuilding priority objectives.

On the other hand, again through this commitment, the country's national authorities and actors commit to address impediments to peace consolidation. The work of the CSCs will, however, remain flexible and adaptable to changing and/or emerging needs identified by the Government. The work of the CSC will be conducted through the UN presence in the field, as well as through relevant in-country partners, thus promoting more coherent and integrated approach to peacebuilding support at the operational level.

Bearing this in mind, an indicative and not necessarily exhaustive list of CSC functions would include the following:

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<sup>10</sup> In specific circumstances in consultation with the Special Envoy of the Secretary-General for that country

**a. Sustaining attention:**

- i. Engender enhanced, sustained and coordinated international support for the selected peacebuilding priorities.
- ii. Leverage the political weight of the CSC and of its individual members to ensure that the UN System, the International Financial Institutions (IFIs, that is, Bretton Woods Institutions and regional development banks), other multilateral and regional organizations as well as bilateral partners engage early on and remain engaged in the country under consideration beyond its critical phase and until peacebuilding is on a sustainable path.
- iii. Focus international attention on the country's peacebuilding needs, progress and potential threats to peace which require timely engagement/action.
- iv. Leverage on the visibility of the PBC and the outreach potential of CSC members to raise the profile of the country under consideration and correct misperceptions that may hinder an earlier engagement of Foundations, non-profit organizations and the private sector.

For countries on the agenda of the Security Council, advise the Council and propose suggestions/options for the Council's consideration, in coordination with the E/SRSG.

**b. Accompaniment:**

- i. Agree with the Government of the country under consideration and in consultation with the international community (E/SRSGs, RCs and others) on a limited number of national peacebuilding priorities to become the focus of PBC work in the country.
- ii. Review over time country progress and challenges in the selected peacebuilding priorities with a view to better fine tuning national and international efforts, and to adapting PBC work to prevailing circumstances.
- iii. Help mainstream national peacebuilding priorities in national development strategies and mobilize international support to such priorities.
- iv. Prepare for an orderly transition of the PBC engagement with the country.

**c. Marshalling of resources:**

- i. Offer a platform to highlight funding and capacity gaps hampering full implementation of national peace consolidation plans (e.g., sector-specific plans, PRSPs and other existing documents).
- ii. Advocate for nationally owned aid policies and mechanisms to guide donor support and to strengthen donor coordination.
- iii. Support and/or organise ad hoc resource mobilisation events to address funding gaps in peace consolidation efforts.
- iv. Leverage the convening power of the PBC to explore initiatives aimed both at maximizing the impact of donor support and at attracting new funds, including through innovative financing.
- v. Recommend to the Secretary-General the eligibility of the country on the agenda to receive funding from the Peacebuilding Fund, in accordance with the provisions of the Fund's Terms of Reference.

**2. The work of the Chair of the country-specific configurations**

The work of the Chair is supported by the Peacebuilding Support Office. Below is a list of possible activities the Chair of the CSC can undertake in fulfillment of his leadership role in

the aforementioned functions, keeping in mind country-specific circumstances and in full coordination and consultations with:

- National authorities and relevant actors,
- CSC members,
- The most senior resident representative of the Secretary-General (E/SRSG or RC).

**a. At UN Headquarters**

- i. Propose the objectives and the work-plan of the CSC and respond for its implementation.
- ii. Propose the working methods of the CSC, which could include the selection of a Vice-Chair, as well as the formation of informal steering, core or ad-hoc groups of volunteering CSC members to accomplish specific time bounded tasks or to draw on the comparative advantage of certain CSC members in support of identified priorities.
- iii. Lead CSC efforts to seek in kind and financial contributions from CSC members and encourage triangular cooperation among them (donors, recipients and providers of in kind contributions), within a strategy coordinated with the Government and with the most senior resident representative of the Secretary-General.
- iv. Brief the Security Council on behalf of the CSC on development in the country which the Council has referred to the PBC agenda, including on efforts aimed at improving donor coordination and on potential risks to peace; as well as to respond to specific Security Council requests for advice addressed to the CSC.
- v. Interact, on behalf of the CSC, with senior UN and non-UN officials in order to advocate for sustained engagement in the country under consideration and for coordination in the field and at HQ.

**b. In the field:**

Undertake (Chair alone or with other members of the CSC) periodic visits to the country under consideration with the following purposes:

- i. Gain a better understanding of the peacebuilding needs of the country, achieved progress and outstanding challenges;
- ii. Raise with relevant national actors and international partners key issues within the mandate of the PBC and as requested by the Security Council, if applicable;
- iii. Convey the expectations of the international community on progress in the peacebuilding priority areas;
- iv. Report findings back to the CSC, devise follow-up actions and convey the expectations of the country from the CSC and from the international community.
- v. Report findings back to relevant UN inter-governmental bodies to support the work that each body is undertaking in that country.
- vi. Help enhance synergy between PBC and PBF through appropriate meetings with mechanisms such as PBF joint steering committee and others.

**c. Globally:**

- i. Undertake (Chair and/or other CSC members) visits to key bilateral, regional and international partners and financial institutions to garner and strengthen support behind the peacebuilding process in the country; and help strengthen coherence and coordination among international partners.

- ii. Organize, sponsor or participate in high level events, including fundraising in support of the country.
- iii. Devise an outreach strategy to highlight the country's progress and outstanding peacebuilding needs requiring particular attention and funding; the strategy could include the Chair and other CSC members to advocate with the UN, the IFIs, Foundations, think tanks, the private sector and in selected capitals.
- iv. Individually, with the PBC Chairs Group and with the members of the CSC, work with the executive/decision making bodies of the IFIs and of other international organizations to review policies on allocations to post-conflict countries and countries in transition with a view to enlarge the share of aid to these countries.
- v. Interact (bilaterally and multilaterally) with relevant civil society organizations, private sector entities and think tanks to bring their energy, expertise and experience in contribution to the peacebuilding process.

## **B. Organizing PBC field visits**

The term "PBC visits" applies both to the regular Chair's visits and to the less frequent visits by PBC delegation. "Field visits" is used generically in this section, which only specifies "Chair's visits" and "PBC visits" where a differentiation is required.

### **1. Overall purpose and key objectives**

The overall purpose of field visits is to give an opportunity for members of the CSCs to assess progress in the peacebuilding process, demonstrate the attention and support of the international community to critical needs during the various phases of the peacebuilding process and of the PBC's engagement with the countries on the agenda. The visits would also help communicate perspectives and views shared by members of the PBC regarding the opportunities for and challenges facing the peacebuilding process. The visits also offer an opportunity to assess progress in peacebuilding and to enhance the Chair's and the CSC's ability to make informed decisions about ways of advancing its peacebuilding priorities.

The basic objectives of a PBC field visit are the following:

- a. To develop/strengthen collaborative partnerships with key stakeholders** including the Government, national civil society, and the international community (UN, donors, diplomatic community, non-governmental international organizations etc).
- b. To promote and encourage coordination among all national and international partners** with a view to enhancing effectiveness, and avoid duplication of actions.
- c. To engage with key national and international actors and facilitate a dialogue amongst them** aimed at identifying and **strategizing on how to best help address** possible stumbling blocks or bottlenecks hampering the country's peacebuilding process.
- d. To assess progress made in the implementation of the relevant instrument of mutual engagement** through a genuine dialogue and in a spirit of cooperation with the Government, as well as with other relevant actors in the country's peacebuilding process.

- e. **To identify additional entry points for the CSC and enhance its ability to mobilize resources for peacebuilding**, notably by aligning itself to existing national and international strategies and frameworks (e.g. PRSP, UNDAF, etc...).

## **2. Key elements in preparation of a field visit**

- a. **Dates:** The first decision to make is on the dates of the mission. This needs to be agreed between the members of the PBC delegation, communicated for advice to the UN mission in the field, and officially approved by the Government concerned. The timing of PBC field visits should be carefully assessed and identified with a view to determining its political implications and added value. This applies to chairs' and PBC visits, bearing in mind that PBC visits may be longer than chairs' visits.
- b. **Itinerary:** When planning a field visit, PBSO should discuss with the Chair the possibility of combining travel to a country with visits to regional or sub-regional organizations, as well as potential donor countries if needed.
- c. **Format:** Field visits can take the shape of either a "Chair's visit"(CSC Chair and a PBSO staff), or a "PBC delegation visit", where participation is enlarged to include the Permanent Representative of the country concerned, and one representative (preferably at Ambassadorial level) from each of the five regional groups<sup>11</sup>. The representative for each regional group is designated from among members of the CSC. Member States who are not members of either the OC or the CSC undertaking a visit do not qualify to participate<sup>12</sup>. Given the experience from a number of PBC delegations' visits, including practicality, interest demonstrated and financial implications, the composition of PBC delegations' visits should remain flexible and not necessarily follow a strict composition format. Composition of PBC delegations' visits will be decided by the relevant CSC on a case-by-case basis. In addition, the CSCs should increasingly draw on the resident diplomatic representatives in the countries concerned, as applicable, to join the PBC field visits and represent the corresponding CSC member states/entities.
- d. **Selection of participants (PBC field visits).** In the case where a decision by CSC is made to follow the expanded composition format, the CSC Chair will address a letter to the Chairs<sup>13</sup> of the five UN Regional Groups requesting the group to designate one participant, by choosing among the member states that are part of both the CSC and the regional Group. The request should be sent sufficiently ahead of the planned departure date (at least two month prior), to allow time for selection processes and advanced planning.

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<sup>11</sup> African Group, Asian Group, Eastern European Group, GRULAC (Latin American and the Caribbean), and WEOG (Western Europe and Other countries Group)

<sup>12</sup> Additional member states and regional organizations, members of the CSC, may also participate albeit at their own expense

- e. **Funding for PBC field visits** was first approved in General Assembly resolution A/62/245 of 11 April 2008. The Note by the Secretary General on the financing of field mission by the PBC (A/62/670), which preceded the resolution, based its estimates on two visits by the Chair and one visit of the PBC per year. These provisions were made on the basis of four countries on the agenda of the PBC. At present, with a load of six countries on the PBC agenda, the current funding might be insufficient. It should be noted however, that annual CSC visits may not be necessary for all PBC countries, particularly for those countries that have been on the PBC agenda for a longer time and where considerable progress has been made. Chair's visits are, on the other hand, due to their relative agility, a tool often used for the CSCs to be present in the field at critical moments or to mark events that are crucial for the peacebuilding process.
- f. **Programme:** The Chair presents a tentative programme for the visit for consultations with the CSC. The tentative programme should be based on prior PBSO contacts with the relevant UN presence in the field (focal point designated by the E/SRSG – RC), by submitting a list of possible interlocutors and meetings or a provisional draft of the programme. PBSO must also approach the concerned permanent mission in New York as the primary interlocutor of the Government. Once designated, members of the travelling delegation are further consulted by the Chair/Head of Delegation by holding at least one pre-departure briefing with the full delegation, and additional preparatory meetings as required.

### **3. Background documentation**

- a. **Trip book:** The trip book serves as a reference folder containing key documents (see box below). The trip book should be finalized at least a week prior to departure and handed over to participants at the pre-departure meeting. PBSO compiles the trip book in consultation with the Chair. The HQ based IMTF/ITF members and relevant field mission entities should be involved in the drafting of relevant background material.

Updated background material should be provided on the country's political, economic, social and security situation in addition to any other information relevant to the peacebuilding priorities in the instrument of engagement.

The trip book contains a range of recommendations used to frame the scope of the delegation's interaction with various interlocutors at the country level. These recommendations are contained in a "Key messages" document, which will have been elaborated by the wider CSC membership, thus providing the Chair or visiting delegation with a 'mandate'.

As the field visit provides an occasion to perform a 'reality check' on CSC's assumptions and on the information contained in the folder, the updated version of the folder (which will be produced for the following visit) should be adjusted accordingly.

Trip book contents (indicative):

- Folder's content
- Tentative programme of the visit
- Note on practical arrangements
- Key messages
- Political, socio-economic and security update
- Briefing notes on peacebuilding priorities
- Latest SG report to Security Council
- Latest review of instrument of engagement
- Instrument of engagement
- Latest Economist Intelligence Unit country report
- ICG report or other relevant and recent country analysis by INGO, NGO, regional or sub-regional organizations

- b. Key messages:** The 'Key messages' document is an important document, summarizing the recommendation and issues to be addressed during the visit by the Chair or the delegation, both in general and disaggregated by peacebuilding priority. Its aim is to frame the delegation's political and programmatic position on a wide array of issues, and to provide the basis for discussion and brainstorming. The document spells out the mandate of the chair/delegation. For this reason, prior consultation with the CSC membership, the **relevant** ITF and the UN Mission/Country team will be required. As this document will surely undergo a healthy 'reality check' during the visit, the same key messages (amended) should ideally frame also the post-visit phase (implementations of the field visit's conclusions).
- c. The Briefing notes on the peacebuilding priorities.** The briefing notes function as a summary of the state of play in relation to the various peacebuilding priorities and any agreed benchmarks. A section on 'ongoing intervention and gaps' provides an inventory of the ongoing support efforts and identifies critical gaps. It therefore implicitly indicates the next steps the CSC will be expected to take, notably in terms of resource mobilization and advocacy with partners in the Country. The final part of the notes 'Way forward: Entry points for the PBC and synergy with Government and other stakeholders' offers a summary of key recommendations. This part should be actively used by the CSC during the visit, as a way to frame its forward strategy.
- d. Briefing alternatives to the 'Trip Book'.** A lighter version, which includes an extended briefing note with maps and charts, a brochure including basic data on the PBC in general and on the CSC/delegation members in particular to be addressed to the UN

Mission, and an additional brochure with technical information that are deemed useful for the delegation members.

- e. **PBF and PRSP information:** It is also quite useful to include basic information on PBF engagement in the country, as well as basic (comparative) information on the country's basic economic indicators and on its PRSP (Poverty Reduction Strategic Paper).

#### **4. Key interlocutors**

The delegation should engage with the most relevant and important interlocutors at country level, including outside the capital. The visit's programme should therefore preferably include one or two visits in cities outside the capital. It is good practice to include a visit or two to planned, ongoing or completed peacebuilding projects, including those funded by the Peacebuilding Fund.

The following are the standard interlocutors:

- Head of State and members of the Government;
- UN mission;
- UNCT;
- Joint Steering Committee;
- Civil Society (women's and youth associations; religious leaders; cultural organizations etc.);
- Diplomatic Corps;
- International and national NGOs;
- Mediator (if any);
- Political parties;
- Media;
- Parliamentarians.

#### **5. Follow-up**

- a. Upon return from the field, PBSO drafts a visit report to be submitted to the Chair and delegation members for their comments. The final version is circulated by the Chair to the CSC in a message in which he/she also invites the CSC members for a meeting to deliberate on the next steps for CSC. The meeting offers an opportunity to receive comments from CSC members and to start strategizing on the way forward (implementation of the report's recommendations).
- b. It is common practice to circulate reports of Chair's visits as informal documents. Reports of CSC visits are processed as formal UN documents.

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## C. Periodic reviews of the PBC engagement

The instruments of engagement envisioned a periodic review of the PBC's engagement, at least on an annual basis. In practice, the periodicity of the reviews has been dictated by the developments in each country and the dynamics of each configuration.

### 1. *Purpose and outcome of periodic reviews*

#### a. Purpose

- i. The purposes of periodic reviews are: (1) to review the country's progress towards achieving peacebuilding objectives as set out in the instrument of engagement; (2) to assess the performance of the Government of the country on the agenda and that of the PBC in fulfilling their respective commitments towards the achievement of identified peacebuilding objectives; and (3) to rally all relevant actors for further support of the peacebuilding agenda in the country concerned.
- ii. Additional objectives may include, in the case of the first review, examining and refining the commitments of the concerned Government and those of the PBC, as well as examining the effectiveness of relevant coordination mechanisms.
- iii. A final review may reflect on the key lessons learned during the period of engagement, identify outstanding peacebuilding challenges and make recommendations either for a smooth transition from the PBC engagement or for a continuation of the PBC engagement [see for example fifth review Burundi, PBC/5/BDI/2].

#### b. Outcome

Two key documents are produced as an outcome of the review:

- i. A report prepared in the field that describes progress achieved under the peacebuilding areas, analyses the emerging opportunities and risks, and makes recommendations for the key stakeholders. This report serves as the basis for Member States discussions and consideration at Headquarters; and
- ii. A summary of the main conclusions and recommendations of the review that is negotiated among members of the CSC and adopted in a formal meeting. This document guides the continued PBC engagement with the country concerned.

### 2. *Guiding principles*

Reviews are guided by the same overall principles that underpin the instruments of engagement, i.e. national ownership and leadership, partnership, mutual accountability, and reducing transaction costs.

- a. **National ownership and leadership:** In the field, the review process is driven by the country on the PBC agenda, with the support of the UN and in New York; the Chair of the Configuration mobilizes its members and facilitates their contributions from New York. The review report is prepared under the leadership of the concerned Government. Once the report has been completed and validated by the relevant mechanisms in the

field, the Representative of the Government in New York and the Chair of the PBC co-lead negotiations on the conclusions and recommendations of the review.

- b. Partnership:** Discussions in the capital must take into account the participation of the peacebuilding stakeholders, mainly the members of the Configuration and relevant national stakeholders. These include civil society, women's organizations, the private sector, political parties and religious denominations.

### ROLE OF CIVIL SOCIETY ORGANISATIONS IN THE REVIEW PROCESS

In Burundi, the Civil Society has organized its input in a separate report that was used to enrich the review report and the discussions during the review.

In Liberia, an array of actors participating in the Joint Steering Committee or the Technical Advisory Groups contributed to the preparation of a report at the country level in relation to the Government's commitments.

- c. Mutual accountability:** The two main partners, the Government and the PBC, are required to report on the actions or measures they have actually taken towards the realization of their respective commitments during the period under review.

#### **d. Reducing the transaction costs and enhancing the added value of the review process:**

- i.** The PBC endeavours to ensure that reporting requirements are kept to the barest minimum in order to allow the Government to focus its limited capacity on the implementation of agreed commitments. To the extent possible, the reviews should be conducted with minimal bureaucratic requirements and should seek to build on existing reporting documents such as the SG report [in countries with a UN Mission] or on reporting on the implementation of national peacebuilding/development strategies<sup>14</sup>. The proposed periodicity for review should be once a year or as necessary depending on the circumstances in the country.

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<sup>14</sup> An innovation was introduced in Sierra Leone after the PBC decision to align its work with the peacebuilding elements of the national peace consolidation and development strategy, the Agenda for Change (second post-conflict PRSP). Since then, periodic reviews in that country have been based and drawn upon a joint progress report on implementation of the Agenda prepared by the Government in consultation with civil society and international partners. The report provides a means to assess both Government and international partners' delivery on their respective commitments and a way to highlight where progress is lacking. While the joint report was initiated primarily to comply with a PBC requirement, it became a useful tool to be utilized with donors and partners.

- ii. The review seeks to generate useful analysis and provide a platform for the key stakeholders to discuss actionable recommendations.
- iii. Wherever applicable, the design and timing of reviews of the instrument of engagement should take into account the overall context/picture of other reviews or similar exercises such as the review of the PRSP and related meetings with the IFIs, the SG report on the activities of a peacekeeping or a political mission and related SC deliberations, and the periodic reports on the projects funded by the PBF.

### **3. *The process and the methodology***<sup>15</sup>

The following are the main action steps in undertaking the review of the instrument of engagement. These should be considered general guidelines for the process and methodology which should be adapted to the country circumstances and needs, taking into consideration the “guiding principles”. A calendar outlining key activities to be undertaken during the review process is prepared as part of the methodology.

#### **a. Preparation**

- i. Identification of the mechanisms [existing or to be created] required to undertake the review process.

#### NATIONAL MECHANISM FOR PREPARATION OF REVIEW REPORTS

In Burundi the Government of Burundi and its partners agreed to establish the Partners Coordination Group as the main mechanism for dialogue, coordination and monitoring for the Poverty Reduction Strategy Paper and the Strategic Framework for Peacebuilding. The Political Forum of the Partners Coordination Group in Bujumbura is the counterpart mechanism of the Burundi Configuration of the Peacebuilding Commission in New York.

A similar set up is in place in Sierra Leone with the Development Partners Committee co-chaired by the ERSG and the Minister of Finance. The Committee however does not include civil society. The Committee has not yet functioned as the counterpart mechanism to the CSC in New York when the Chair visits Sierra Leone, he meets with the Committee. The counterpart of the Chair in Sierra Leone has thus far been the ERSG and no institutional counterpart of the PBC is in place.

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<sup>15</sup> The process and methodology of conducting the periodic reviews will be further elaborated in PART II of the Compendium in connection with “Practical and country-specific tools to assess impacts and measure results through the periodic reviews of the instruments of engagement”.

Ideally, the review should be coordinated by the mechanism established at national level to oversee the implementation of the Peacebuilding Priority Plan. This is the Joint Steering Committee. In Liberia the first review of the Statement of Mutual Commitments was carried out jointly by the PBC and the Joint Steering Committee. The Joint Steering Committee also worked closely with Technical Advisory Groups reporting to it on the two main component of the Liberia Peacebuilding Programme.

In case the review is overseen by a different mechanism, efforts will be made to involve as much as possible members of the Joint Steering Committee. However, it is established that not all joint steering committees are constituted and have functioned uniformly in all PBC agenda countries.

- ii. Meeting of the Joint Steering Committee, as applicable, to discuss the content, process and the working modalities [calendar, groups & lead for the priority areas, a drafting committee] and to provide specific guidelines for the review. The Joint Steering Committee may task a smaller group of specialists to coordinate the technical work of the review. This can be a Monitoring & Evaluation Group (M&E Group) or a Technical Advisory Group.
- iii. Meeting of the Joint Steering Committee [or its M& E Group] with the drafting committee, representatives of stakeholders and experts for the peacebuilding priority areas: review of the methodology, calendar, organize groups' work, key reference documents, etc.

#### **b. Assessment, consultations and thematic inputs**

##### **i. Thematic Fora:**

- Under each peacebuilding priority, representatives of stakeholders, who play a significant role or bring relevant expertise, undertake the assessment of progress and identify the relevant actions or measures taken by the Government, the contributions made by other stakeholders and processes. For areas where there was no progress, these are discussed with the Government and relevant stakeholders to better understand the stumbling blocks, stalemates and possible ways to address them.
- These thematic forums are the first level where policy and frank discussions take place on progress, questions are asked on lack of progress, and facts are checked.
- Based on these discussions, members of each thematic group/area prepare an input using the template provided and they send it to the drafting team.

- At this stage, members of the PBC consult between New York, resident embassies, if applicable, and their respective capitals to prepare a short description of the main initiatives they have taken to support the different peacebuilding priorities. If this contribution is available early enough, it is incorporated at this stage of the review process. If submitted later, it will be integrated by the drafting team while doing the consolidation of thematic inputs.

## ii. Drafting the report<sup>16</sup>

- The drafting team, mandated by the Joint Steering Committee, consolidates the contributions provided under the respective priorities.
- The drafting team examines the content of the entire report for consistency, accuracy, clarity of results, issues, etc. The entire M&E Group is expected to “validate” the work done by the drafting team. The report is then ready for the series of review meetings and discussions.

## iii. Review meetings and policy discussions

- The Monitoring & Evaluation Group holds a series of meetings with the leaders of thematic groups to review the overall content of the report and identify key issues that need further policy discussions. These issues are discussed and whenever possible, the M&E suggests recommendations for action. The M&E lists those recommendations, together with issues that need further discussions at the Joint Steering Committee.
- The Joint Steering Committee meets to review the draft and discuss the key policy issues as well as recommendations emerging from the M&E Group and previous steps. The Joint Steering Committee meets at the level of the policy-making level and therefore it can already address the main issues submitted by the M&E Group and make concrete recommendations. The Joint Steering Committee articulates overarching issues that requires the attention of the Joint Steering Committee.
- The Joint Steering Committee at political level meets under the chairmanship of a Senior Government Official (Vice-President, Prime Minister, and Minister) with the participation of Ambassadors and Heads of Missions resident at the country-level. The highest UN ranking official will co-chair this meeting. As the counterpart of the PBC at country level, it will discuss the report with a focus on those political issues that need its attention. The meeting of the Joint Steering Committee at political level should focus on the conclusions and recommendations of the review, validating the suggestions made by the Joint Steering Committee or refining the overall policy and political issues.

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<sup>16</sup> In the case of the two reviews conducted for the Statement of Mutual Commitments in Liberia, the PBC used the report prepared at the country level, added a section on the review of the PBC commitments and added additional analytical perspectives of the situation.

- Ideally, the PBC could envisage a visit to the country to coincide with the meeting of the Joint Steering Committee at the political level.

#### iv. Finalizing the report

- Following the meeting of the Joint Steering Committee at political level [or a similar mechanism], the drafting team finalizes the report, which is then approved by the Government and transmitted to the PBC in New York.

#### v. Drafting and discussing the conclusions and recommendations

- Once members of the PBC in New York receive the [final] report from the country concerned, the Chair conducts consultations to agree on the recommendations of the review.
- A 3-4 pages outcome document of the review is prepared, articulated around the main conclusions of the review and recommendations of engagements for the Government of the country engaged and the PBC [and where applicable recommendations to the other stakeholders].

#### vi. Adoption of conclusions and recommendations

- Once the outcome document has been finalized, the Chair convenes a formal meeting of the Configuration to adopt the conclusions and recommendations of the review as a formal PBC document.
- The Government of the country engaged participates to this meeting at an appropriate political level [e.g. Minister Focal Point for the PBC].

#### INVOLVING NON-GOVERNMENTAL ACTIONS IN THE FINAL STAGE OF THE REVIEW

Note: participation of stakeholders based in the capital city via videoconference has proven very valuable. In Burundi, some stakeholders including the representatives of the civil society, women associations have made statements, adding further value to the final discussions and decisions of the review.

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## **D. Effective conduct of PBC meetings**

The Report of the 2010 Review noted the need for “a new level of attention and resolve on the part of Member States and the top echelons of the Secretariat is required”. At the same time, the Report linked the efficiency of the PBC to the manner with which it plans and manages its meetings. For example and in relation to the role of the Organizational Committee, the 2010 Review noted that “it might be useful to consider the rhythm and duration of meetings. If the Organizational Committee is to provide real added value, it is important that attendance be at an appropriate level and include expertise from capitals and the field. This might suggest less frequent meetings of a longer duration”. In relation to the Country Configurations, the Report placed emphasis on the impact of the work in and proximity to the field, also suggesting a lighter approach to the Commission’s key roles in sustaining attention, political accompaniment and advocacy.

Given the proliferation of meetings at the UN Headquarters at a time when there is also limitations on the resources available to the majority of delegations, there is need for the PBC to rethink how best it could exercise dedication to the special needs of the countries on its agenda while planning and conducting its meetings at the Headquarters to ensure sufficient attention and concrete output.

### **1. *Effective use of PBC meetings***

#### **a. Purpose**

- i. As an intergovernmental and political platform, PBC’s strength resides in its composition structure and, thus, its ability to widen the support-base for the countries on its agenda and focus attention on nationally identified priorities. To this end, PBC country configurations’ meetings should be planned around important country-specific milestones in a manner which would attract members’ participation and offer valuable occasions to exercise the Commission’s primary functions in the areas of:
  - Political accompaniment;
  - Advocacy and resource mobilization; and
  - Improving coherence among all relevant actors;
- ii. In this regard, meetings of country configurations will focus on meeting two broad objectives:
  - Encouraging and supporting critical political and peacebuilding-related processes (Elections, political dialogue...etc) ;
  - Addressing bottlenecks facing the implementation of the commitments included in the Instrument of Engagement (resources, legislation, political will, donor coordination...etc).

- iii. At the same time, meetings of the Organizational Committee and the Working-Group on Lessons Learned need to be planned with a view to enhancing the broader policy objectives of the PBC through:
- Developing and deepening understanding of the PBC's core functions and provision of related policy guidance and advice;
  - Enabling cross-fertilization of ideas and methodology among CSCs and ensure general consistency of approach; and
  - Provision of a "whole of Peacebuilding Commission" view on a range of issues.
  - Engaging capital-based senior officials in policy and agenda setting with a view to ensuring broader buy-in and support from the governments of PBC Member States.
- iv. Represented by the PBC Chair or the PBC Chairs' Group, as appropriate, the PBC is expected to reach out to key international and regional institutional partners either by organizing visits to their respective Headquarters, as feasible, or by inviting their senior officials for dialogue in New York. These meetings need to be planned and announced well in advance.

## **b. Planning**

- i. With these objectives in mind, all PBC configurations are expected to develop workplans on the basis of:
- The implementation framework of the 2010 Review recommendations (the annual Roadmap of Actions/forward agenda); and
  - Prior identification of critical country-specific priorities and milestones.
- ii. The advisory and non-operational nature of the PBC, as well as the need to focus its work, suggests that its workplans need to be backed by working methods that enable the Commission to forge strong partnerships with the multitude of key national, regional and international operational actors. Therefore, forward planning of PBC activities that are either related to country-specific or broader policy priorities should be undertaken in consultations with:
- The authorities in the countries on the agenda;
  - UN Missions/presence in the field;
  - UN principal organs (as applicable);
  - Key UN departments, agencies, funds and programmes at HQ;
  - Key partner governments and institutions.

- iii. By taking such an approach, the PBC would ensure that meetings' schedule are relatively predictable and that workplans are, to the extent possible, incorporated in the planning frameworks of the key operational interlocutors. This could lead to:
- Higher-level participation in PBC meetings at the Headquarters and country-level (via VTC);
  - Efficient provision of logistics (rooms, services, document processing ...etc);
  - Improved results-based planning for all configurations by linking the PBC with the work of operational actors in the field.
  - Broader ownership of the PBC-led process by HQ and field-based actors,
- iv. At the same time, the PBC will retain a margin of flexibility to enable calibrated response to emerging or changing priorities, as well as unforeseen developments at the country-level.
- v. The Organizational Committee will convene an annual session<sup>17</sup> which will:
- inform the development of the Commission's actions agenda for the following calendar year;
  - review the progress made and challenges faced by the Commission in the implementation of the previous actions agenda;
  - address broader policy, institutional and systemic issues related to the ability of the Commission to perform its core functions.
  - offer an opportunity to interact with a broad set of interlocutors (e.g. civil society, private sector, foundations, media....etc).

## ***2. Practical preparations and follow-up***

### **a. Preparations**

Sufficient preparation is crucial for ensuring that PBC meetings (both at the policy and country-specific levels) remain focused on contributing to the main objectives and that they produce concrete outcomes. In this connection, the following elements could be considered as an indicative check list to be taken into account during the preparations for meetings:

- i. Clarity on the specific purpose and expected outcome of the meeting;

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<sup>17</sup> Modalities for the planning, organization and projected outcome of the annual session will be worked out through a separate document and on the basis of consultations in the Organizational Committee.

- ii. Preparatory interaction with interested PBC members (bilateral and expert-level discussion) around the expected outcome of the meeting;
- iii. Preparatory interaction with other relevant UN and non-UN stakeholders at HQ and in the field around the expected outcome of the meeting;
- iv. Background documentation, preferably defining specific questions for discussion and catering to facilitate agreement on expected outcome.

In order to ensure that member states are sufficiently prepared to engage in substantive discussion, documentation need to be shared, at least, one week in advance of the meeting so as to allow delegations to seek inputs from capitals and from other experts on the subject for discussion, as applicable.

#### **b. Follow-up**

As envisaged during the preparations, diligent follow-up to the outcomes of these meetings with key members and other operational interlocutors will ensure that the PBC process remains credible and result-oriented. Indicative check-list elements for effective follow-up include:

- i. Determining follow-up actions that correspond to the agreed outcomes;
- ii. Defining key actors and realistic timeline for undertaking the actions;
- iii. Encouraging and monitoring the actors' commitment and capacity to act;
- iv. Identifying existing or potential obstacles facing the achievement of envisaged results;
- v. Exploring possible solutions and tools to influence delivery;
- vi. Keeping member states informed and engaged in the monitoring of implementation; and
- vii. Identifying the need for, timing and format of the next meeting to evaluate progress.

A Chair's summary will be shared with the members of the concerned configuration within a week of the meeting's date. The summary will provide:

- i. An overview of the discussion which took place at the meeting; and
- ii. Indicate the follow-up actions around the elements indicated above.

### **3. Roles and Responsibilities**

- a.** While Chairs are expected to lead on various aspects of the PBC's activities<sup>18</sup>, members of all configurations may be assigned specific responsibilities in the planning, practical preparations and follow-up to the meetings, which can be decided on case-by-case basis.
- b.** PBSO will provide substantive and logistical support to the planning, practical preparations and follow-up, including through advice to the Chairs and member states on their respective roles. PBSO's contribution is particularly crucial whenever the input, outcome of or follow-up to the PBC meetings is undertaken by a UN operational entity. The Office's effective performance of its convening role within the UN system, as well as its role in drawing expertise from within and outside the UN, is an important factor in ensuring substantive and result-oriented meetings.

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<sup>18</sup> The general responsibilities of the Chairs and members of country configurations have been articulated in Chapter II (A).

## **E. Process for cross-learning and periodic interactions among configurations**

The report of the Co-facilitators of the 2010 Review of the Peacebuilding Architecture observed that “Periodic collective consideration [between the Organizational Committee and the country-specific configurations] would be helpful, with the country-specific configuration Chairs attending open interactive discussions with the Organizational Committee. This would enable a cross-fertilization of ideas and methodology and ensure general consistency of approach. A more solid relationship with the country-specific configurations would also help to ensure that the Organizational Committee’s thematic work remains grounded in field realities”. The report further noted that “there should be a “whole of Peacebuilding Commission” view on a range of issues, and this is best formulated in the Organizational Committee and articulated by the Chair of the Commission”.

Since 2010, the Working Group on Lessons Learned (WGLL) has adapted its working modalities to serve as a flexible platform for drawing on relevant UN and non-UN expertise with a view to generating findings and recommendations in support of the Organizational Committee’s policy and thematic functions, and the country configurations’ priority themes.

### **1. Purpose of the process**

Recognizing the country-specific nature of peacebuilding challenges requiring differentiated PBC’s engagement, a mechanism for cross-learning and periodic interactions among configurations would serve three primary objectives:

- a. ensure consistency of approach in support of national efforts to address recurring national peacebuilding priorities and challenges;
- b. ensure a “whole of PBC” policy and position on fundamental principles of engagement, working methods, monitoring of progress and challenges and measuring results, and the frequency of periodic reviews;
- c. enable cross-learning on various approaches to performing core PBC functions<sup>1</sup> in country-specific contexts

### **2. Functions**

A process for cross-learning and periodic interactions among PBC configurations could perform three main functions:

- a. document evolving practice in key areas of PBC working methods (e.g. field-based interface mechanism, periodic reviews, field visits, design of instruments of engagement), as well as issues pertaining to relations with principal organs, and partnerships with key UN and non-UN actors (to be performed by the Organizational Committee);

- b. monitor global developments on policy, strategy and approach to peacebuilding and identify possible linkages with the work and objectives of various PBC configurations (to be performed by the Organizational Committee);
- c. develop a body of knowledge around the performance of core functions of the PBC drawing upon country-specific experiences and the links with the evolving UN and global peacebuilding agenda (to be performed by the Working Group on Lessons Learned)

### **3. Working Modalities**

#### **a. Organizational Committee**

The Organizational Committee will:

- i. Consider good practice from the working methods of the country configurations in order to inform the process of adjusting and improving the PBC working methods.
- ii. Interact with UN, non-UN actors, countries on the agenda and the chairs of country configurations on the implications of global initiatives for the country-specific work of the PBC.
- iii. Identify informal channels, such as the Chairs' Group, to draw upon the experience of country configurations and their efforts for cross-learning.
- iv. Receive written and/or oral reports from the Chair of the WGLL on findings generated through the performance of its role in the cross-learning process (see below).

#### **b. The Working Group on Lessons Learned**

The WGLL will:

- i. Facilitate the development of a body of knowledge around the performance of PBC core functions.
- ii. Identify, in consultation with the chairs and members of country configurations, the core function(s) for which the cross-learning is needed.
- iii. Receive inputs from country configurations on the performance of core functions and draw upon views and inputs of relevant UN and non- UN operational actors and experts to generate knowledge for good practice.

- iv. Submit and present the findings of this process to the Organizational Committee for endorsement.
- v. Validate the findings with country configurations and receive feedback on emerging needs and experiences of the countries on the agenda.

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## Communications

### **A. Overview**

The 2010 Review of the Peacebuilding Architecture stressed the need for an effective communications strategy in order to “rebrand” the Peacebuilding Commission and clearly spells out what it can offer “.

Supported by the Peacebuilding Support Office (PBSO), the PBC is expected to develop a communications strategy, the elements of which should become part of its established working methods. This communications strategy should have a strong field focus and is also targeted at Member States in New York and the Secretariat. To this end, a number of communications activities will be initially undertaken by the PBSO in support of this strategy. The strategy will be reviewed annually and the activities will be adapted to the changes and reorientation of the strategy as needed.

### **B. Target audience for the strategy**

PBSO has created an electronic distribution list which includes Member States, UN offices and agencies in New York and the field; International Financial Institutions, local and international media outlets, think tanks; peacebuilding practitioners, civil society, and academia.

## **1. Internal Audience**

- Secretary-General
- Deputy Secretary-General
- Senior UN officials
- Country-level spokespeople, including Resident Coordinators
- Senior officials in the field and at Headquarters.
- Desk officers for conflict-affected countries across UN entities.
- Thematic practitioners/policy advisors on conflict resolution, post-conflict planning, post-conflict financing, post-conflict governance, rule of law and economic recovery.

## **2. External Audience**

- Member States (in New York and the Capitals, and at the level of country representations, i.e. Embassies)
- Institutional Donors (International Financial Institutions, regional development Banks, etc....)
- policy-makers
- think tanks
- Civil Society Organizations
- Media outlets (local, regional and international)
- Peacebuilding practitioners
- Academia

## **C. Communications Activities**

An action plan in support of the communications strategy has been developed by the PBSO consisting of two primary objectives: 1) improve internal UN communications on peacebuilding; and (2) improve external UN communications in support of articulating the PBC's main objectives, value-added and messages both globally and in country-specific situations.

### **1. Ongoing Activities**

- a. Monthly PBSO newsletter (2012 - present) – The monthly newsletter showcases new activities and provides updates on monthly priorities with focus on country cases.
- b. PBSO social media such as the “Peacebuilding Partnership” facebook page and twitter.
- c. PBSO and PBC websites – The two websites complement each other by providing peacebuilding news updates, press releases, source for official documents.
- d. PBSO Annual Report and the Thematic Reviews (available on the PBSO website and PBSO social media sites). Produced in 2012, the first PBSO Annual Report and three Thematic Reviews on SSR, DDR and Peace Dividends were shared widely in order to showcase activities and increase communication outreach on

peacebuilding. The Thematic reviews specifically evaluated programs within the respective fields in order to identify lessons learned and good practices as steps to improve peacebuilding programming and policy.

- e. Organization of side events or specific meetings around key international days and high-level conferences (e.g. SG Keynote speech on Peacebuilding in Washington D.C as well as the high-level PBC event in NY as a side event to the GA).
- f. The Peacebuilding Community of Practice (PB-CoP), a mutual support and advocacy network that provides support to peacebuilding practitioners through real-time knowledge and experience sharing. The PB-CoP currently has around 900 members and, upon request, launches e-discussions and queries, in addition to informing its members about events, training opportunities and new reports. The PB-CoP serves both objectives by allowing the PBC to draw upon the expertise of the members to inform its work, and to disseminate information about the work and achievements of the PBC both internally and externally.

## **2. Proposed additional Activities (*subject to availability of additional budgetary resources*)**

In its 2012 session, the Committee on Information (CoI) recognized the importance of enhancing the role of the Department of Public Information (DPI) in support of peacebuilding. As a result, PBSO and DPI have jointly identified activities of joint collaboration and cost-sharing. In addition, there is a need of knowledge management activities that area also undertaken through a communications lens.

The objective of these two sets of activities will be to showcase impact of the Peacebuilding Commission and the wider UN peacebuilding efforts. The coverage will also be disseminated to world's capitals, current and potential donors, policy-makers, academics and field practitioners.

Examples of these activities which could be undertaken in 2013 include:

### **a. TV, Radio and online coverage of the PBC field visits:**

- These materials could be widely disseminated through UN media programmes with particular focus on peacebuilding-related messages, stories and lessons. They will include a series of case studies in narrative and film and radio format, with a supporting photo catalogue, documenting the impact and lessons of the UN's peacebuilding support in the six countries currently on the Peacebuilding Commission, which will be disseminated through the UN's reports, media outlets and directly to current and potential UN donors and partners.

### **b. Peacebuilding Portal:**

- Revitalize the existing "Peacebuilding Initiative" web-portal\*. This web-portal could become a dedicated "one stop shop" PBC web portal to support resource

mobilization and awareness-raising for the countries currently on the PBC's agenda. The site will also include knowledge products and links to peacebuilding resources for the UN system and wider international actors (possibly the Peacebuilding Initiative).

## **D. Implementation**

### **1. Existing PBSO resources**

PBSO has one dedicated communications specialist to advise on and oversee the communications strategy for the PBC, PBSO and the PBF. The PBSO has a temporary focal point for knowledge management.

### **2. Activities which can be delivered within existing resources**

The following outputs will continue to be delivered (within the current PBSO budget and human resources):

- i. PBSO Monthly Newsletters and E-Alerts.
- ii. PBSO Social Media Tools (facebook and twitter).
- iii. Activities on the PB-CoP.

### **3. Activities requiring additional resources**

In order to meet the various elements of the communications strategy as outlined above, additional resources will be required. DPI suggested a cost-sharing approach in order to begin partnering with PBSO in producing programmes focusing on peacebuilding

Subject to availability of additional resources, the following areas will boost the communications strategy:

- a. Improved PBSO and PBC websites for dissemination of relevant news items and key information
- b. The Peacebuilding Initiative web-portal has not been updated since 2009 and will require dedicated effort to update and maintain, but can easily be integrated into the current PBSO website. Basic updates can be made with the existing resources, however, for full utilization of the site as a dedicated "one stop shop" PBC web portal to support resource mobilization and awareness-raising for the countries currently on the PBC's agenda, and to ensure tailor-made and continuous up to date information, additional resources will be required.

- c.** A series of case studies in narrative and film and radio format, with a supporting photo catalogue, documenting the impact and lessons of the UN's peacebuilding support in the six countries currently on the Peacebuilding Commission, which will be disseminated through the UN's reports, media outlets and directly to current and potential UN donors and partners.
- d.** Special media coverage around key events undertaken by the PBC in its various configurations (e.g. the inauguration of the Justice and Security Hubs in Gbarnga, Liberia in February 2013, Peacebuilding Day on 25 June 2013).