



## STRATEGIC VISION AND WORK PROGRAMME 2012

*This work programme has been prepared by the Secretariat based on the provisions of the New Deal for Engagement in Fragile States and directions provided by the Co-chairs and Steering Group. It builds upon the work undertaken by the Dialogue to date, including through its Working Groups, and by the g7+.*

### A STRATEGIC VISION FOR 2012

The *New Deal for Engagement in Fragile States* (the New Deal) is the result of work undertaken by the International Dialogue and Peacebuilding and Statebuilding (the Dialogue) since 2010. The New Deal, which outlines and commits signatories to a new framework for engaging with fragile states, was presented at the Fourth High-Level Forum on Aid Effectiveness in Busan (30 November 2011), and has since been endorsed by more than 40 countries and international organisations.

The agreement reached in Busan brings to a close part of the global efforts that have driven the Dialogue to-date. With regard to the New Deal, the focus must now shift to country-level implementation, for which key responsibilities rest with country actors, including civil society, and their development partners, and on enacting the global and headquarter-level reforms required to implement the provisions of the New Deal. Further joint, global-level work on the New Deal under the Dialogue umbrella should focus on: *i*) promoting the Peacebuilding and Statebuilding Goals (PSGs) in key international fora and their country-level use, including by developing related indicators; *ii*) supporting New Deal implementation by further defining elements of the FOCUS and TRUST part of the New Deal; *iii*) developing guidance for their global and country-level application; *iv*) facilitating implementation; and *v*) sharing experiences from early-starters.

As stated in the New Deal, an important function for the Dialogue will be to support global reporting on implementation of the New Deal commitments. Work to identify an appropriate mechanism for this and to initiate global-level reporting on implementation should, therefore, start in 2012.<sup>1</sup>

Since its inception, the Dialogue has proven its ability to stimulate change by bringing together partners in order to discuss ideas, share experiences, and agree on new approaches to work in conflict-affected and fragile contexts. The Dialogue should continue to provide, through its initiatives and meetings, and by contributing to other on-going processes and events, a forum for discussion and innovation. It should bring together existing members and new stakeholders, including emerging economies, private sector, and countries that have successfully transitioned out of conflict and fragility, to share experiences — with particular regard to South-South co-operation — on effective ways to address situations of conflict and fragility including and beyond those addressed by the New Deal.

Going forward, the Dialogue should promote agile, flexible ways of working, a strong lead by its members on specific areas of work, continued engagement of civil society organisations and an updated governance structure.

This note outlines the 2012 Work Programme, including the areas of joint work identified above (Section I), the governance structure and ways of working (Section II), and a planning calendar (Section III).

<sup>1</sup> This will be developed jointly with and be aligned to the reporting mechanisms for the Busan Partnership for Effective Development Co-operation, still to be agreed ([www.aideffectiveness.org/busanhlf4/images/stories/hlf4/OUTCOME\\_DOCUMENT\\_-\\_FINAL\\_EN.pdf](http://www.aideffectiveness.org/busanhlf4/images/stories/hlf4/OUTCOME_DOCUMENT_-_FINAL_EN.pdf)).

## I. AREAS OF WORK FOR 2012

Based on the provisions of the New Deal and on the direction provided by the Dialogue members, the Co-chairs and the Steering Group, two areas of joint work have been identified under the Dialogue umbrella in 2012. Work in these areas will be undertaken in parallel to country-level New Deal implementation, and will benefit from early feedback on country-level piloting.

In addition to these two areas, efforts and resources will be allocated to ensure broad dissemination of the New Deal, and to develop and make available appropriate communication material both in support of country-level implementation efforts and the global agenda.

### 1.1 Promote the Peacebuilding and Statebuilding Goals (PSGs) at the UN and other key international fora

*“We will work towards full consideration of the PSGs in the post-MDG development framework beyond 2015 and, after Busan, towards the consideration of the PSGs by the 2012 United Nations General Assembly and other fora.” - New Deal*

Promoting the PSGs at the 67th United Nations General Assembly (UNGA) in September and at other key international fora will demand timely and effective collaboration in the first semester of 2012. A clear, forward-looking plan is also needed in order to influence discussions on the post-2015 development framework.

Work to be undertaken through the Dialogue will focus on:

- Developing and implementing a political strategy to promote the PSGs within the UN system and to work towards the consideration of the PSGs by the General Assembly in September 2012, as well as by other fora, including the UN Peacebuilding Commission (PBC);<sup>2</sup> and,
- Developing and implementing a strategy to promote the inclusion of the PSGs in discussions about the post-2015 development framework.

Delivering on these two areas will require the close engagement of Dialogue members, the Co-chairs, and the Steering Group, and strengthened capacities within the Secretariat in order to interact effectively and regularly with New York-based bodies and actors (e.g. PBC, G77, LDC group). Strong g7+ lead will be a key condition for success.

A Dialogue Working Group will work to develop and implement a strategy for this area (see Terms of Reference, Annex 1). The Working Group will co-ordinate closely with the work undertaken to develop the PSG indicators and other implementation guidance for the New Deal (see Section 1.2).

The Working Group Co-chairs will keep the Dialogue Co-chairs, the Steering Group, and the Dialogue members regularly informed on progress. Updates will include a periodic assessment of opportunities and challenges and potential needs for reorienting the strategies or work programmes, so as to enable adjustments of strategies and level of ambition, as appropriate.

### 1.2 Support the implementation of the New Deal

The implementation of the New Deal, particularly in the pilot countries, will be a priority in 2012. The main responsibility for country-level implementation rests with country-level actors. The Dialogue can support these efforts by facilitating the development and use of guidance for application of the PSGs (e.g. by developing indicators) and of the FOCUS and TRUST provisions of the New Deal. New Deal implementation also calls for enacting reforms in donor headquarters, and for collective global action. Key next steps to support New Deal implementation will be: *i)* the development of indicators to facilitate the strategic use of and to measure progress towards the PSGs; and *ii)* the further development of the key components of FOCUS and TRUST and guidance to implement them and the New Deal as a whole. This work should build on, and where necessary finalise, the outputs of the Dialogue's previous

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<sup>2</sup> The Peacebuilding Support Office has offered its support to bring the PSGs to the Peacebuilding Commission in 2012.

Working Groups (2010-2011) and will co-ordinate with and build on the work of the g7+ and DAC International Network on Conflict and Fragility (INCAF).

A Working Group, and possible sub-groups (e.g. on indicators), will take forward these areas of work (see Terms of Reference, Annex 2). Supporting the New Deal pilots, as appropriate, and facilitating the sharing of emerging experiences on New Deal implementation can also be facilitated by this group.

### 1.2a Develop PSG indicators

*“By September 2012, a set of indicators for each goal will have been developed by fragile states and international partners, which will allow us to track progress at the global and the country levels. These indicators will combine objective measures with measures to understand the views of people on results achieved...” (New Deal, §1)*

In order to strengthen the PSGs as a framework for engagement at the global and country levels, and with a view to promote them within the UN system and at other key international fora, a set of simple and practical indicators must be developed and agreed by Dialogue members.

A significant amount of work has already been done on indicators for peacebuilding and statebuilding, including an exercise to map existing indicators against the PSGs.<sup>3</sup> At the same time, the g7+ are developing the fragility spectrum, which provides elements to inform the development of PSG indicators.<sup>4</sup>

Work to be undertaken through the Dialogue will focus on:

- Developing and agreeing simple and practical indicators for the PSGs to facilitate the strategic use of PSGs and to track progress at the global and country levels.

This work will be carried out in two phases. The initial phase will involve g7+ members and will focus on reviewing available information and on identifying a g7+ perspective on indicators. The second phase will bring the g7+ and other Dialogue members together to develop and agree a shared list of indicators for the PSGs, which will then be presented to the full Dialogue membership.

### 1.2b Develop key FOCUS and TRUST elements and implementation guidance

*“As part of the New Deal, we commit to FOCUS on new ways of engaging, to support inclusive country-led and country-owned transitions out of fragility based on a country-led fragility assessment developed by the g7+ with the support of development partners, a country-led one vision and one plan, a country compact to implement the plan, using the PSGs to monitor progress, and support inclusive and participatory political dialogue.... We commit to build mutual TRUST by providing aid and managing resources more effectively and aligning these resources for results.... In doing so, we will enhance transparency, risk management to use country systems, strengthen national capacities and timeliness of aid, improving the speed and predictability of funding to achieve better results.” (New Deal)*

The implementation of the New Deal will require further examination of FOCUS and TRUST elements, as well as the development of simple, practical guidance that can help members take country-level action and implement the necessary reforms at headquarters and the global level to achieve the change the New Deal aims to promote.

Work on various elements of the FOCUS and TRUST components of the New Deal was produced by the Dialogue Working Groups (2010-2011) and was summarised in recommendations and draft how-to notes.<sup>5</sup> Further work in this area is being undertaken by the g7+ (e.g. fragility spectrum) and is also available through INCAF guidance.

<sup>3</sup> This work was carried out by the OECD, PBSO, UNDP and the World Bank (2009-2011) to provide inputs for the development of global indicators for peacebuilding and statebuilding.

<sup>4</sup> Other work to be considered include the Gender Action Plan agreed in Busan.

<sup>5</sup> Draft how-to notes were prepared by the Dialogue Secretariat based on the recommendations of the four Working Groups. They were meant to be used as a basis to develop implementation guidance for the New Deal.

Building on the existing and on-going work, a key area for joint work under this Working Group will include the development of a simple roadmap and tools for New Deal implementation (*e.g.* a “Dialogue Toolkit” with key steps and simple guidance for overall implementation). Further discussions may be required to agree on a definition and practical guidance for the application of a compact between national and international partners, to identify and share experiences on innovative practices to enhance the use and strengthening of country systems, including in the specific areas of transparency and risk assessment and management.<sup>6</sup> Further work to identify concrete steps to enhance support to political dialogue and leadership at the country level should also be carried out by this Group (or a small team appointed by the Group).

#### Reporting on New Deal implementation

The New Deal will be implemented between 2012 and 2015 as a trial period. During this time, it will be important to monitor and report on the implementation of its provisions. The focus of the country-led monitoring will be at the country level. The International Dialogue will facilitate the sharing of lessons and global reporting on the delivery of the New Deal as a whole. In order to do so, a monitoring and reporting framework must be developed and agreed by Dialogue members, taking stock of relevant national, regional or other existing monitoring and reporting mechanisms, and must be aligned to the future post-Busan global monitoring framework. This work will be taken forward by the Dialogue, g7+ and DAC-INCAF Secretariats with contributions from Dialogue members and practitioners, including from the South. Approaches that involve the Dialogue membership in active monitoring and reporting of New Deal implementation, including peer review missions, will be considered.

## II. GOVERNANCE STRUCTURE AND WAYS OF WORKING

The current governance structure of the International Dialogue was designed to support the development of the New Deal and a broad agreement on its components. The Dialogue’s core bodies and ways of working are still valid.

Going forward it is important to ensure that all Dialogue members and civil society organisations participate in open and transparent discussions and decision making processes on matters of joint interest requiring joint agreement. The Dialogue governance structure and ways of working must continue to provide space for such participation, whilst enabling strategic leadership, and balanced representation of the interests and views of members and of civil society organisations.<sup>7</sup> Future possible changes in the Dialogue governance structure and ways of working may be considered in light of the Busan Partnership for Effective Development Co-operation, still to be defined.

Ways of working in 2012 should be light, flexible, and cost-effective. The following are the Dialogue’s core governance bodies:

- **Co-chairs and Co-chairing teams**

The Co-chairs provide guidance to the overall Dialogue process. Represented at Ministerial level, the Co-chairs will be assisted by deputy Co-chairs/teams who will ensure regular interaction with and consultation of the Dialogue members, the Steering Group and the Secretariat.

- **Steering Group**

The Steering Group provides guidance and discusses progress on the implementation of the Work Programme, and is a key decision making body of the Dialogue. The Group shall meet biannually, or more often as required. Members of the Steering Group shall be selected on the basis of criteria outlined in the Group’s Terms of Reference (see Annex 3).

- **Secretariat**

The International Dialogue Secretariat will be strengthened with additional capacity and a more balanced representation of its key constituencies. This should include communication expertise, and full-time senior administrative support. Given the 2012 Work Programme, the Secretariat’s base in Paris should be complemented

<sup>6</sup> Selected countries have made specific commitments at this regard, including Afghanistan, South Sudan, Timor-Leste and their key development partners, including Australia, Denmark, the Netherlands and the United Kingdom.

<sup>7</sup> As discussed at the 19<sup>th</sup> of January Steering Group meeting, Civil Society Organizations are invited to make proposals on how they can effectively participate in the Dialogue process both at the global level, including through representation in its governance bodies, and at country level to contribute to the implementation of the New Deal.

by a regular g7+ presence in New York. The Secretariat works with the Co-chairs, their teams, the Steering Group, the Working Groups and all the Dialogue members to facilitate the overall work of the Dialogue, including the specific items detailed in this Work Programme.

- **Working Groups**

Two main Working Groups, with balanced representation of Dialogue members, including of civil society, will be established to work in each of the areas identified under Section 1. The Groups may decide to set-up sub-groups to advance specific areas of work. Membership in the groups will be on a voluntary basis. Working Group members will select their own co-chairs. The Groups will work under the close guidance of the Dialogue members, the Co-chairs, and with the support of the Steering Group and the Secretariat. They will identify efficient and cost-effective ways of working. They will outline their own Work Programme, including deliverables and time-lines in co-ordination with the overall Work Programme and timeline herein outlined. The Working Groups will regularly report on progress with their work to the Dialogue members, the Co-chairs, and the Steering Group *via* the Secretariat. They will present their interim and final work as agreed in their Work Programme. Broad Terms of Reference for the two groups are annexed.

- **Advisers, resource persons and experts**

On an *ad-hoc* basis, advisers, resource persons and experts may be identified to contribute to specific areas of work.

- **International Dialogue meetings**

A global International Dialogue meeting at senior level will be organised once yearly in order to: *i*) discuss and agree on the work undertaken jointly as part of the agreed Programme of Work; *ii*) share experiences on the implementation of the New Deal; *iii*) adjust plans as necessary; and *iv*) discuss possible future areas of work. Side meetings can be organised on the margins of the global Dialogue meeting to address specific themes or to involve additional partners.

In 2012, it will be essential for the Dialogue to use a range of international opportunities (*e.g.* meetings of the International Financial Institutions, regional banks and UN) to promote the New Deal, to present the work outlined in this Programme, to reach out to other partners, and to ensure more regular interaction among Dialogue members.

### III. PLANNING CALENDAR

Dialogue and Related Meetings			Milestones / Actions	Other Int'l Events / Milestones
JAN	19	Extended Steering Group meeting (Paris)	• Dialogue Work Programme drafted	24-27 World Economic Forum (Davos)
	24-28	g7+ Technical Meeting (Dili)	• Partners invited as observers	
FEB	21-22	g7+ Meeting on Indicators (New York)	• Partners invited as observers	13-14 First meeting of Post-Busan Interim Group
	22	g7+-led briefing with PRs, PBC (New York)	• Briefing the PBC, g7+ and other PRs	
	28		• Dialogue Work Programme finalised, Working Groups set up, work plans drafted	
MAR	27-29	First Dialogue Working Group on Implementing the New Deal (indicators and guidance) (Copenhagen)	• First draft of joint indicators and implementation guidance • First draft of political strategy for the PSGs	19-20 G20 Development Working Group meeting (TBD) 28-30 CSOs meeting in Nairobi on engaging with the Dialogue TBC Elections in DRC, Guinea-Bissau, Timor-Leste TBC UNSG High-Level Panel on Global Sustainability (by end March)
	22-23	INCAF Director-Level Meeting (Paris)	• With participation of g7+	
APR	TBC	High-Level Dialogue (roundtable/side event) at IFI Spring Meetings	• Ministerial meeting with g7+ pilots and partners, other ministers and senior officials to present the New Deal and showcase implementation plans • Inputs for final communiqué	3-4 ASEAN Summit (Phnom Penh) 3-4 OECD DAC Senior-Level Meeting (Paris) 4-5 Second Post-Busan Interim Group Meeting (Paris) 5 Conference of the Dutch Peace, Security and Development Network (Utrecht) 20-22 IMF-WB Spring Meetings (Washington) 25-26 Peace and Reconciliation Conference (Dili) TBC Development Co-operation Forum (symposium theme: Development Co-operation for Sustainable Development)
	TBC	g7+ Ministers' meeting with WB President and VPs		
	TBC	g7+-hosted dinner		
MAY	TBC	Second Dialogue Working Group on Implementing the New Deal (Washington on the margins of the Spring Meetings) – or May?	• Review second draft of joint indicators and implementation guidance	2-3 G20 Development Working Group Meeting (TBC) 2-5 Annual Meeting of the ADB (Manila) 15-22 G8 and NATO Summits (Chicago) 23-24 OECD Ministerial Council Meeting (Paris) *Launch of the OECD Development Strategy 28-1 AfDB Annual Meeting (Arusha) TBC Pacific Meeting? TBC Report of the UN TT on Post-2015 (end May)
	23-24	Steering Group Meeting (Bissau)	• Present progress against the work programme and discuss Global Dialogue Meeting	
	TBC	Second Dialogue Working Group on Implementing the New Deal?	•	
JUN			•	17-18 G20 Summit (Los Cabos) 20-22 Rio+20 Conference on Sustainability (Rio de Janeiro) TBC Final meeting of Post-Busan Interim Group TBC Elections in DRC TBC Appointment by UNSG of High-Level Panel on the post-2015 Development Agenda
JUL			•	1-3 DAC Tidewater Meeting (Australia) 2-6 ECOSOC Annual Ministerial Review/High-Level Segment Theme ("Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive sustainable and equitable economic growth at all levels for achieving the MDGs") (New York) 5-6 UN Development Co-operation Forum ("Gearing Development Co-operation Towards the MDGs: Effectiveness and results") (New York)
AUG			•	9-13 EAS Foreign Ministers Meeting (TBC) 27-31 Pacific Islands Forum (Rarotonga) 30 APEC Finance Ministerial Meeting (Vladivostok)
SEP	TBC	67 <sup>th</sup> UN General Assembly (New York)	• Present the PSGs	2-9 APEC Leaders' Week (Vladivostok) 13-14 G20 Finance Ministers' Meeting (Mexico)
OCT	24	High-Level Meeting on Rule of Law (New York)	•	12-14 IMF-WB Annual Meeting (Tokyo) TBC UNSC Elections (New York) TBC G20 Development Working Group Meeting (TBC) TBC Elections in Sierra Leone
NOV			•	TBC ASEAN Leaders/East Asia Summit (Phnom Penh) 9-10 G20 Finance Ministers Meeting (Mexico)
DEC			•	11-12 OECD DAC High-Level Meeting





## ANNEX 1

# Working Group to promote the Peacebuilding and Statebuilding Goals (PSGs) at the UN and other key international fora and in the post-2015 development framework

## TERMS OF REFERENCE

### Introduction

This annex outlines the scope of work, deliverables and ways of working of the Working Group to promote the Peacebuilding and Statebuilding Goals (PSGs) at the UN and other international fora, and in the post-2015 development framework.

The International Dialogue on Peacebuilding and Statebuilding (the Dialogue) has proposed, in the New Deal, that:

- **the Peacebuilding and Statebuilding Goals (PSGs) be considered in key international fora**, including by the Peacebuilding Commission (PBC) and the 67<sup>th</sup> United Nations General Assembly (UNGA) in 2012; and
- **the PSGs inform the post-2015 development framework** so as to ensure that this is more relevant for fragile and conflict-affected states.

These will be key areas of work for the Dialogue in 2012 and beyond, as outlined in the 2012 work programme.

Delivering on these two areas will require the close engagement of the Dialogue members, the Co-chairs, and the Steering Group, and strengthened capacities within the Secretariat in order to interact effectively and regularly with New York-based bodies and actors (e.g. PBC, G77, LDC group). Strong g7+ lead will be a key condition for success.

### Scope of work and deliverables

A Working Group will be in charge of this work. The Group will: *i)* Develop and implement a strategy to promote the PSGs in key international fora, including the PBC and the 67<sup>th</sup> UNGA; and *ii)* Develop and implement a strategy to promote the consideration of the PSGs in the post-2015 development framework.

Both strategies will outline the key steps required to promote the consideration of the PSGs in international fora and in the post-2015 discussion, key actors to target (*i.e.* countries, groupings of countries, organisations), relevant events and processes, required communication needs, roles and responsibilities, and a detailed timeline. This will include a calendar of Working Group meetings (virtual or in-person).

The Working Group members will be responsible for implementing the strategies through their own work, and by mobilising all necessary Dialogue and external capacities (Co-chairs, Steering Group, Secretariat, Dialogue members, other partners).

The Group's Co-chairs will keep the Dialogue Co-chairs and the Steering Group regularly informed of progress, *via* the Dialogue Secretariat. This will include a periodic assessment of opportunities and challenges and potential needs for reorienting the strategies or work-programmes.

The Working Group will take account of and will build on, in developing and implementing the strategies, the work already underway at the initiative of the Peacebuilding Support Office (PBSO), UNDP, the g7+ and INCAF members.

A basic outline to inform these areas of work is provided below. This is based on inputs provided by the PBSO and other members of the Dialogue.

### **Group composition and ways of working**

The Group will be composed of a maximum 12 representatives, with balanced representation of g7+ and development partners, and with civil society participation.

Members of the Group are self-appointed. Criteria for being part of the group are: *i)* the capacity to pro-actively support this area of work, such as an effective presence in New York and within key UN bodies and groups; *ii)* the capacity to host meetings or else concretely facilitate the work of the Group and the advancement of the agenda.

The Working Group will select their own Co-chairs, and will define their own ways of working, detailed work-programmes and timelines, within the agreed Dialogue planning calendar.

The Co-chairs of the Working Group and the members will be responsible for organising their virtual or in-person meetings, with the support of the Dialogue Secretariat. Light and efficient ways of working are encouraged.

The Working Group will co-ordinate closely with the work undertaken to develop the PSG indicators and other implementation guidance for the New Deal (see Section 1.2).

### **Tentative timeline**

This tentative timeline and proposed deadlines take account of the fact that PBSO has already provided many of the elements for the strategy and implementation, and that the g7+ have already been proactively engaging with New York based actors.

### **Addendum: Promoting the PSGs in key international fora**

The following points are based on background information shared by the PBSO during the International Dialogue Steering Group meeting on January 19, and on follow up discussions with Dialogue members. These points are indicative and serve to inform the work of the Working Group.

Key steps of a strategy to promote the PSGs in international fora, in particular the PBC and the UNGA:

- Work with the g7+ and INCAF Permanent Representatives in New York to assess how they can support this agenda and what support they need to contribute to taking it forward
- Engage with key UN agencies and bodies, in particular DPA, DPKO
- Engage G77, particularly the Chair, and influential countries like Bangladesh, Brazil, India, Indonesia, Mexico (also chair of G20), South Africa, most of whom are also PBC members
- Engage with the LDCs, particularly the Chair, Nepal.



- Engage with the PBC in line with PBC 2012 Roadmap, which includes an examination of “the implications of the outcome of the Fourth High-Level Forum on Aid Effectiveness, in Busan (the New Deal), in particular with respect to the broader implications of the adopted Peace and Statebuilding Goals.”

**Addendum: Contributing to shaping the post-2015 development framework**

Various discussions are underway on the post-2015 development framework. These include the UN system Task Team on the Post-2015 Development Agenda, which will deliver a report to the UN Secretary-General in May 2012, and the upcoming appointment of by the UN Secretary-General of a High-Level Panel to work on these issues in June 2012.

Intergovernmental discussions will take place as part of Rio+20 processes, within the context of the European Union, and in several other international fora, including at the initiatives of consortium of think tanks.



## ANNEX 2

# Working Group on New Deal Implementation

## TERMS OF REFERENCE

### Introduction

Making the New Deal a reality will require the implementation of its provisions at global, development partners' headquarters levels and, most importantly, in-country.

Whilst the main responsibility for country-level implementation rests with country-level actors, the Dialogue can support these efforts by facilitating the development and use of guidance for application of the PSGs, including by developing indicators, and of the FOCUS and TRUST provisions of the New Deal.

Work on various elements of the FOCUS and TRUST components of the New Deal was undertaken by the Dialogue Working Groups (2010-11) and was summarised in recommendations and draft how-to notes.<sup>1</sup> Further work in this area is being undertaken by the g7+ and is also available through INCAF guidance.

This annex outlines the objectives, initial tasks, criteria for membership and ways of a Working Group tasked to support the implementation of the New Deal.

### Objective of the working group

This Working Group has two broad objectives: *i)* Developing indicators for the PSGs; and *ii)* Developing practical guidance for New Deal implementation.

Work on various elements of the FOCUS and TRUST components of the New Deal was produced by the Dialogue Working Groups (2010-11) and was summarised in recommendations and draft how-to notes. Further work in this area is being undertaken by the g7+ (*e.g.* fragility spectrum) and is also available through INCAF guidance.

Building on the existing and on-going work, a key area for joint work under this working group will include the development of a simple roadmap and tools for New Deal implementation (*i.e.* a Dialogue Toolkit with key steps and simple guidance for overall implementation).

Further discussions may be required to agree on a definition and practical guidance for the application of a compact between national and international partners, to identify and share experiences on innovative practices to enhance the use and strengthening of country systems, including in the specific areas of transparency and risk assessment and management.<sup>2</sup> Further work to identify concrete steps to enhance support to political dialogue and leadership at the country level should also be undertaken by this group (or a small team appointed by the group).

<sup>1</sup> Draft how-to notes were prepared by the Dialogue Secretariat based on the recommendations of the four Working Groups. They were meant to be used as a basis to develop implementation guidance for the New Deal.

<sup>2</sup> Selected countries have made specific commitments at this regard, including Afghanistan, South Sudan, Timor-Leste and their key development partners, including Australia, Denmark, the Netherlands and the United Kingdom.

Supporting the New Deal pilots, as appropriate, and facilitating the sharing of emerging experiences on New Deal implementation can also be facilitated by this Group.

### **Initial tasks of the Working Group**

The Group will largely establish its own tasks. It will kick-start this process by:

- *Establishing a work plan and budget* detailing how it intends to realise its objectives. This work plan and budget will require approval by the Steering Group after being screened by the Secretariat and Dialogue Co-chairs for effectiveness and affordability.
- *Establishing a division of labour*, appointing co-chairs and establishing sub-groups as necessary. These sub-groups will at least include one on indicators.
- *Developing a detailed work-programme and deliverables.*

### **Membership**

Members of this Working Group will meet one of the following three criteria:

- Country has agreed or will agree to pilot the New Deal in-country;
- Country/organisation has agreed to support one of these pilots and can mobilise relevant resources (*e.g.* expertise, convening meetings, funding, partners) in-country.
- Country/organisation has been involved in previous work on indicators.

The Working Group will have a maximum of 20 members with balanced representation of Dialogue constituencies.

### **Ways of working**

The work of the Group will be governed as below:

- Members will appoint Co-chairs who shall be responsible for setting the direction of its work, realising its objectives and ensuring productive and cost-effective ways of working. The Working Group Co-chairs will regularly inform the full Dialogue membership, the Co-chairs and the Steering Group on progress *via* the Dialogue Secretariat.
- The Working Group will establish its own ways of working, which will be lean, output-oriented and cost-effective.
- The Secretariat will provide support where required by the Co-chairs or members.

### **Lifetime**

The Working Group will function during calendar year 2012, after which — in consultation with Dialogue members, the Co-chairs and the Steering Group — the Working Group will evaluate its own effectiveness.

The Group's first meeting will take place 28-29 March 2012 in Copenhagen.



## ANNEX 3

# Steering Group of the International Dialogue on Peacebuilding and Statebuilding

## TERMS OF REFERENCE

Participating countries agreed at the second preparatory meeting of the International Dialogue on Peacebuilding and Statebuilding (the Dialogue) in Geneva on 18 March 2009 that a rotating Steering Group composed of a limited number of key country members and/or organisations should be established. Since then, the Steering Group has played a key role in guiding the International Dialogue.

The key function of the Steering Group (StG) is to provide advice and guidance to the Dialogue and to take key decisions pertaining to Dialogue matters.

With the agreement on the *New Deal for Engagement in Fragile States* and the focus on its implementation, an important role for the Steering Group will be to continue to guide the Dialogue, including by supporting the implementation of the New Deal both globally and at the country level.

The specific responsibilities of the Steering Group are to:

- a. **Provide general guidance, strategic direction, and take decisions related to the Dialogue and its work programme for 2012 and beyond.** The Steering Group will advise the Dialogue Co-chairs and the Secretariat in defining the general direction of the Dialogue, and will participate in key decision-making processes pertaining to Dialogue matters. This includes participating in discussions and decisions on the 2012 work programme, on the governance structure and ways of working to deliver on it, and on the general future direction of the Dialogue.
- b. **Provide regular oversight and guidance on the implementation of the work programme and inputs on the deliverables as they are produced.** This includes following up on the progress made by the Working Groups in the areas outlined in the 2012 work programme and providing key inputs on the process and deliverables produced. Given the commitment to take the Peacebuilding and Statebuilding Goals and indicators to the UN General Assembly in September 2012, the Steering Group will play a key role in supporting the political strategy to achieve this objective.
- c. **Be a resource to support the implementation of the New Deal.** The Steering Group can play an important role in providing support, as appropriate, to country-level implementation of the New Deal, particularly in the pilot countries, and by promoting global and headquarters-level reforms and action.
- d. **Advice on International Dialogue meetings and opportunities to promote its work.** The Steering Group will support the Co-chairs of the Dialogue and the Secretariat in preparing meetings of the International Dialogue. This may include support to the Co-chairs in drawing the attention of the international community to the process and in briefing key international stakeholders, as well as other actors at the regional, national or local levels. Furthermore, the Steering Group will work with the Co-chairs and the Secretariat to ensure the co-ordination of the Dialogue with other processes and actors, such as the Busan Partnership for Effective Development Co-operation, the LDCs, etc. and Dialogue participation in key international events that can help promote the New Deal.

The Steering Group will be composed of the Dialogue Co-chairs, the g7+ and INCAF Co-chairs, civil society representatives, and a limited number of other members and organisations. These members will comply with the following criteria: *i)* they support the Dialogue financially; *ii)* they are countries piloting the New Deal; *iii)* they are development partners who play a lead role in country-level implementation; *iv)* they are countries/organisations that play a critical role in facilitating the implementation of the 2012 work programme. The Steering Group will aim for an overall balance between developing countries and development partners, whilst also reflecting a regional and language balance.

The Steering Group will meet bi-annually or more often if necessary (in-person or virtual meetings). In order to ensure effective and efficient work, Steering Group members will receive all necessary information to ensure meaningful participation two weeks before scheduled meetings. These will include the meeting agenda and background documents. All efforts will be made to combine Steering Group meetings with other Dialogue events (*i.e.* meetings of the Working Groups) for time- and cost-effectiveness.