

As of August 19, 2016



Center on International Cooperation at NYU (CIC)

Strategy and Business Plan

July 2016 – June 2018

1. Executive Summary

CIC has built up a strong reputation for practical, relevant work on the links between politics, security and development and on reform approaches to the global institutions. Key results to which CIC's work in FY15-16 made a significant contribution include:

- New humanitarian-development approaches to address displacement in protracted crises in advance of the World Humanitarian Summit.
- Growing agreement amongst member states on gaps in implementation platforms for Agenda 2030 and the launch of a partnership platform to decrease violence against children.
- Vibrant debates on the agenda for the next Secretary General amongst member states, in particular on conflict prevention and peacebuilding and on UN Development System reform.
- The launch of the Global Peace Operations Review website that has maintained momentum behind the three key reports of 2015 on peace operations, peacebuilding, and UNSC Resolution 1325.

The forward work plan focuses on CIC's comparative advantage in the context of a changing global environment. It takes account of the evolving nature of violent threats, shifts in the role of middle and high-income countries in global governance, changing leadership at the United Nations and increased demands to demonstrate the effectiveness of multilateral action in a tight financial environment. The work plan has five main pillars, as shown below. Country engagement and interaction with traditional and rising powers both support, and are supported

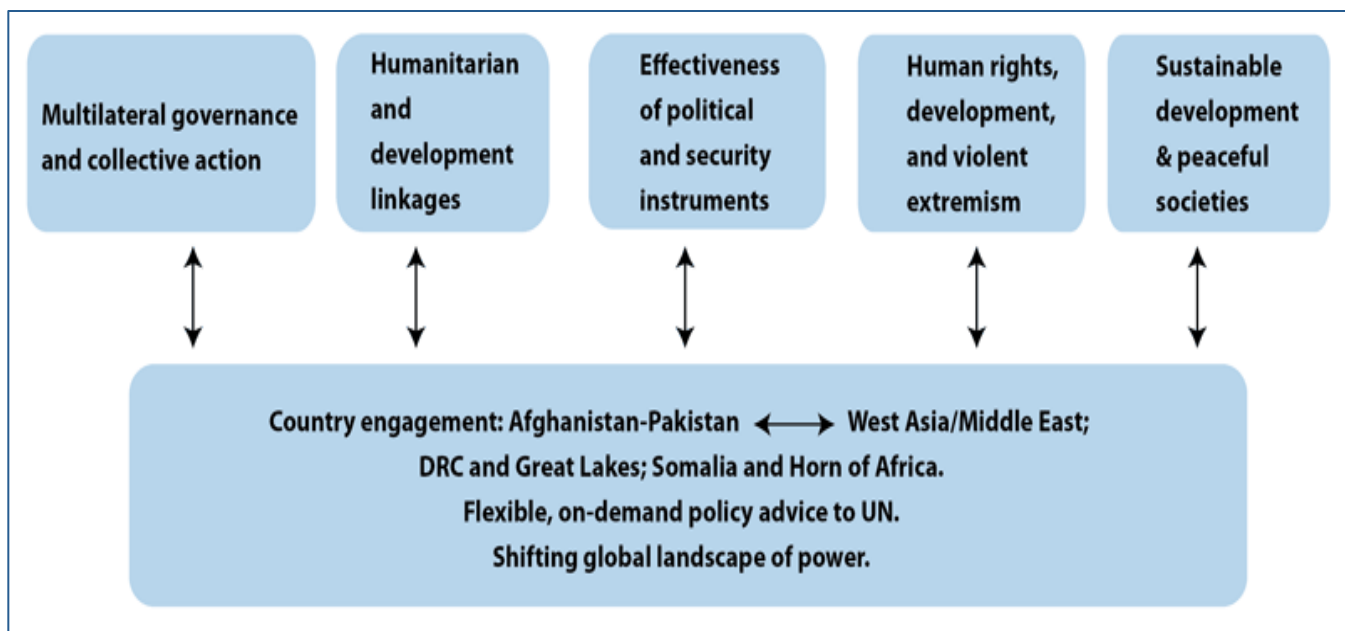


Figure 1: CIC's workstreams

Under *multilateral governance and collective action: the UN at 70*, CIC will undertake an intensive program of work designed to inform debates on priority action and reforms at the UN at the end of the current Secretary-General's term and during the campaign for the next UN leadership team. This will include producing research and convening debates and consensus-building processes on the UN's role in global development; in conflict prevention and crisis management; in addressing protracted humanitarian crises and displacement; and in developing the rules and infrastructure of an increasingly globalized world. It will also include analysis of how to develop a unifying political agenda to increase efficiency in the UN's organizational and financial systems.

Under *humanitarian and development linkages*, CIC will address the issue of protracted displacement through two distinct, but mutually reinforcing, programs. By continuing to support the Humanitarian-Development Action Group (HDAG), CIC will encourage the development of new approaches to engagement between humanitarian and development actors in the performance of their respective roles and the implementation of these approaches on the ground following the 2016 summits. CIC will also support research that links the political and economic issues regarding migration and refugee flows to help inform the current policy debate around the world.

Under *political and security instruments*, CIC will use its flagship [Global Peace Operations Review](#) website as the common tool to move forward in three directions: (i) increase the effectiveness of global peace operations; (ii) prepare the next Secretary-General for their challenges in peace and security; and (iii) reinvigorate the commitment of the UN Secretariat and member states to conflict prevention and sustaining peace. This program will aim to maintain momentum of the three key reports of 2015 on peace operations, peacebuilding, and UNSC Resolution 1325 from one administration to the next. It will seek to build relationships with incoming UN officials and demonstrate CIC's value as a bridge between evidence-based researchers and policymakers.

Under *human rights, development and violent extremism*, the program aims to create a shared understanding between development, human rights, and political and security actors on what development and human rights activities can (and cannot) contribute to efforts to prevent violent extremism; how activities in different domains support or undermine each other; and how efforts can be combined in practice. In doing so the program is aimed to assist in putting in place the kind of comprehensive effort envisaged in the Secretary General's Action Plan to Prevent Violent extremism that was launched in December 2015.

Under *sustainable development and peaceful societies*, CIC will conduct two principal activities: (i) creating an action platform to develop evidence and accelerate delivery of SDG 16; (ii) deepening the intellectual foundations for successful delivery of SDG 16 and strengthening integration between SDG16 and the rest of Agenda 2030.

In *country engagement*, CIC will aim for additional synergies in 3-4 country or regional engagements that raise and test global policy issues. This includes long-standing work on Afghanistan and Pakistan, spanning dialogue with China and Iran on the region, and on the ground research in DRC and Somalia. In 2016-2018, CIC will more systematically seek to tap some common questions and ideas arising from its policy work across the engagements in these three regions.

Key outcomes supported. The 2016-2018 program aims to support: (i) a leadership transition at the UN that is informed by strong analysis and debate on challenges and possible priorities; (ii) improved development outcomes for populations affected by humanitarian crises; (iii) increased effectiveness of multilateral political and security instruments, in particular peace operations; (iv) good communication and initial implementation of new elements of the post-2015 agenda, in particular new partnerships relevant to fragility, conflict and violence; (v) better international cooperation towards preventing violent extremism. The work program is designed to provide analysis and ideas for policy makers on both long-term challenges in the political, security, justice and development nexus and immediate crisis situations such as those facing Syria and its neighbors, through addressing bottlenecks to effective multilateral action.

2. Introduction

The Center on International Cooperation (CIC) is a non-profit research center housed at New York University (NYU).¹ Our core mission is to enhance international responses on the countries and issues most important to conflict prevention and recovery, through direct and regular engagement with multilateral institutions and the wider policy community.

CIC's comparative advantage lies in two areas. We work at the intersection between politics, security, justice, and development, bringing together experienced staff who can connect the four areas. Second, we focus on analysis and ideas-generation that is practical, policy relevant and sensitive to political realities and difficulties in achieving collective action on international problems. The Center has played a role disproportionate to its small size in incubating processes that have had significant influence on global policy, from peacebuilding at the UN to the international dialogue on fragile states to regional approaches to challenges such as the Afghanistan conflict, to the post-2015 agenda.

Coupled with its reputation for high-quality and actionable research, CIC generates impact from its work through a targeted communication strategy that makes use of extensive networks in governments and multilateral organizations. The Center's relationships with the United Nations (in particular, the Office of the Secretary General, members states of the Security Council and the General Assembly, DPKO, DPA, PBSO, UNDP, and OCHA), the World Bank, the AU, the EU and the League of Arab States give it singular intellectual influence in multilateral efforts today. CIC also maintains close partnerships with think tanks in Brazil, China, India, Qatar, South Africa, UAE as well as in Europe and the US.

This document lays out the CIC's strategy and business plan for a two-year period: July 1, 2016 to June 30, 2018. Section 2 briefly covers CIC's recent progress and results; Section 3 describes factors shaping the strategy; Section 4 describes in detail the activities, outcomes and outputs and target audiences of CIC's work; Section 5 lays out inputs, including budget, team and partner organizations.

¹ CIC is a research center in the Faculty of Arts and Science (FAS) at NYU. It shares with NYU the status of a tax-exempt 501 (3)(c) nonprofit under the US Internal Revenue Code.

3. Progress to date and results FY2015-16

Key outcomes in FY2015-16 together with the CIC activities and products that supported them include:

Strengthening multilateral governance & collective action

As part for the *UN at 70* program, CIC produced a series of papers and events that reflected on the current challenges facing the United Nations, and advocated for the coherent articulation of a new agenda for the next Secretary-General:

- February 2015: High-level seminar in Oslo to inform the focus of future work.
- April 2015: Produced a paper on support for the post-2015 agenda entitled *What Happens Now? Time to deliver the post-2015 development agenda*.
- May 2015: Produced a report in conjunction with UNICEF UK entitled *Every Child Deserves a Childhood*.
- June 2015: Produced a paper on support for the post-2015 agenda entitled *From Declaration to Delivery: Actioning the Post-2015 Agenda*.
- January 2016: Produced a draft paper on the rules and infrastructure for globalization that served as a background paper for the Greentree event.
- January 14-16, 2016: Convened a conference at the Greentree Estate with influential representatives from permanent missions and capitals to discuss key issues & priorities under UN70 workstreams.
- April 2016: Produced an issue paper on the SG's relations to member states.
- April 3-5, 2016: Partnered with the Norwegian MFA and NUPI in Addis Ababa to facilitate dialogue between a small member state coalition to produce recommendations for the next Secretary General.

Humanitarian and development linkages

CIC supports the Humanitarian-Development Action Group, a group that brings together various multilateral agencies working at the intersection between humanitarian and development interventions, (OCHA, WFP, UNICEF, UNHCR, WB, UNDP). CIC produced the following reports:

- May 2015: Produced a non-paper on displacement, humanitarian-development linkages & the Financing for Development Summit.
- December 2015: Produced an inter-agency "think piece" entitled *Addressing Protracted Displacement: A Framework for Development-Humanitarian Cooperation*.
- March 2016: Analysis on mapping of humanitarian financing instruments and lessons of financing platforms.

Politics and security

The politics and security programming of CIC in 2015-16 revolved around support for the three main reports focused on peace operations, peacebuilding and UNSC Resolution on women, peace, and security. After the High-level Independent Panel on Peace Operations (HIPPO) reported in June, the key milestones for this area of programming were the Secretary-General's response in September that showed what the Secretariat would pick up from HIPPO during the remaining part of this SG's term and what would be left to his successor. In the same month, the Peacekeeping Summit led by US President Obama spotlighted a number of key issues in the HIPPO report that emphasized the quality rather than quantity of contributions to UN peace operations. In this year, highlights of the politics and security workstream were:

- The *Global Peace Operations Review* (GPOR) analyzed many of the key issues raised by the three reports. Launched in late June 2015, the site in the year in review published 33 thematic essays, 23 commentaries, and 6 infographics. From the launch until 28 April 2016, 19,313 distinct users visited GPOR for 29,451 sessions during which they viewed 47,974 pages of content. Identifiable visitors came from most countries (see map below) as well as UN peace operations, agencies, funds, and programs, foreign ministries, universities, NGOs, and think tanks.

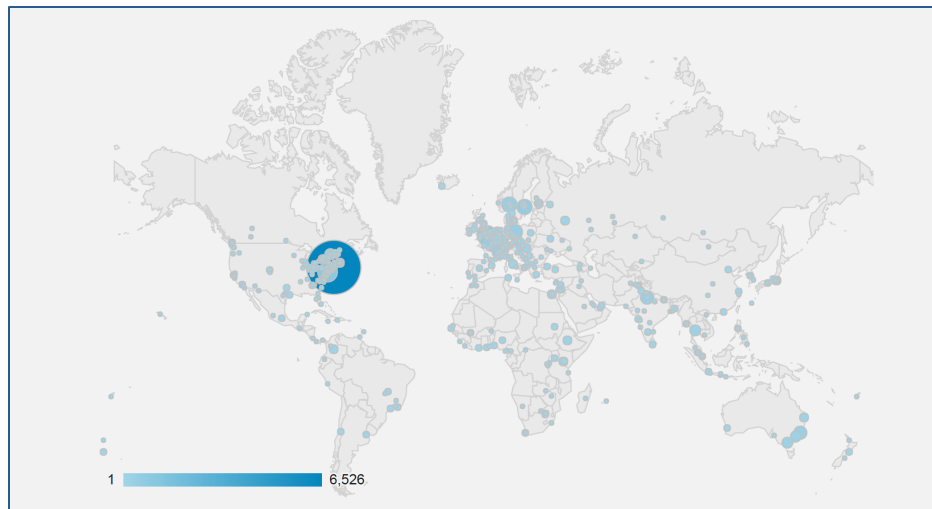


Figure 2 GPOR readership by city from launch (28 April 2016)

- The politics and security workstream in events and GPOR content followed up on key issues highlighted by HIPPO such as the spectrum of peace operations, triangular cooperation, and the use of vanguard forces.
- Following the pledge of many new countries to peacekeeping at the September 2015 summit, CIC held an event in New York with the Norwegian Institute of International Affairs (NUPI) and their Peace Capabilities Network (Peacecap) that focused on the contributions of rising powers to peace operations.

- The *Global Peace Operations Review* published research papers of specific interest to HIPPO on *European Military Contributions to UN Peace Operations in Africa – Maximizing Strategic Impact* (Richard Gowan) and *Lessons from Multilateral Envoys* (Various authors).
- In cooperation with the International Peace Institute (IPI) in New York and the Norwegian Institute for International Affairs (NUPI) in Oslo, CIC is part of a global research project on “Intelligence in UN Peace Operations”. A report will be released early June 2016 and a public launch will be organized thereafter.
- The GPOR content from calendar year 2015 was published as a free e-book online and as a print on demand book via Amazon.com. The most widely read content was Karin Landgren’s commentary on *The Lost Agenda: Gender Parity in Senior UN Appointments* that was viewed more than 7,100 times.

Sustainable development & peaceful societies

During FY2015-2016, CIC worked on analysis of the lessons from partnerships, the strengths and weaknesses of partnerships for SDG delivery, and those areas that have clear gaps:

- January 2016: Produced a draft paper on partnerships entitled *Turning Ambition into Reality: Platforms and Partnerships for Delivering Agenda 2030*.
- February 2016: Facilitated the “Time to Deliver the 2030 Agenda: A Seminar on Galvanizing Global Action,” in collaboration with the Brazilian and Swiss UN Missions. This workshop pulled together key stakeholders to discuss the issue and an analytical paper presenting this is underway to be completed soon.
- April 2016: Published an independent review of the New Deal and presented the report’s findings at the World Bank Fragility Forum in DC. The report was formally launched in April.

Human rights, development and violent extremism

During this period CIC’s Senior Fellow overseeing this program participated in the following events:

- October 2015: Co-hosted an expert brainstorming meeting on social media recruitment with the SMaPP program at NYU
- December 2015: Chaired a panel on “National Experiences in Countering Violent Extremism: Best Practices and Lessons Learned” at the Preventing and Countering Violent Extremism: National Experiences and Best Practices conference in Geneva, Switzerland.
- March 14-16, 2016: Presented on the need for evidence based research and greater coordination at UNDP Global Meeting on Preventing Violent Extremism & Promoting Inclusive Development, Tolerance & Diversity in Oslo, Norway.
- April 6, 2016: Participated in a panel on the identity and nature of groups targeted through the prevention of violent extremism at the International Policy Dialogue on PVE in Geneva, Switzerland.

Afghanistan-Pakistan Regional Project

The APRP in FY 2015-16 built on its record of hosting track two processes with the following activities:

- In July 2015, CIC took part in US-China-India dialogue in Mussoorie, India, to discuss Afghanistan and regional issues. The participants discussed reconciliation between the Afghan government and the Taliban, emphasizing that any viable peace process must be inclusive, legitimate and sustainable. The dialogue also discussed the implications of the presence of the Islamic State in Afghanistan and suggested enhanced regional co-operation on de-radicalization and counter-extremism to tackle this rising challenge.
- The US-China-India dialogue suggested venues of cooperation between India, the U.S. and China, including the joint training of Afghan officers and security personnel, and by working together to connect the U.S. proposed New Silk Road, China's One-Belt One-Road (OBOR) and India-Iran-Russia led North-South Transport Corridor initiatives to plug South Asian economies into Central Asia and beyond.
- In Oct 2015, CIC's Thomas Zimmerman produced a report on China's One-Belt One-Road initiative "The New Silk Roads: China, the U.S., and the Future of Central Asia." The report highlighted areas of opportunities and challenges ahead of OBOR project and its relations to peace and stability in the region, in particular Afghanistan and Pakistan.
- In November 2015, CIC formally launched the report, "The New Silk Roads: China, the U.S., and the Future of Central Asia," in Washington DC, in collaboration with United States Institute of Peace (USIP).
- In October 2015, CIC and China Institute on International Studies (CIIS) co-hosted a US-China dialogue in Beijing. The participants discussed areas of cooperation between the two countries in Afghanistan as well as challenges of OBOR. The participants had suggested US-China's constructive involvement in the Afghan peace dialogues. Early 2016, Afghanistan-China-Pakistan-US was formally created in the form of Quadrilateral Coordination Groups (QCG) to discuss a roadmap for peace and negotiations with the Taliban.
- In June 2016, CIC is planning to hold US-China+ dialogue in Bishkek, Kyrgyzstan to discuss post-NATO withdrawal and the regional actors' role as well as QCG and way forward. This event will take place in collaboration with Colombia University's Saltzman Institute of War and Peace Studies and Organization for Security and Cooperation in Europe (OSCE academy). Experts from China, Central Asia and the US have been invited.

The Congo Research Group

The Congo Research Group is a new project at CIC, set up in 2015 to promote in-depth research on conflict dynamics in the Democratic Republic of the Congo in order to inform policy at the national and international level. In 2015-2016 it carried out the following activities:

- Over the course of 2015, CRG set up a website that became active in November 2015. The site features weekly podcasts, caricatures, and blogs about Congolese politics, and attracts around 4,000 views per week from the Congo as well as other countries.

- In November 2015, CRG published a map based on field research of 70-armed groups in the eastern Congo. The map was then featured by the Council on Foreign Relations and widely discussed in local and foreign media.
- In March 2016, CRG published an investigative report on a string of massacres around Beni, questioning the dominant view that the killings were being carried out by a foreign Islamist group. The report was widely discussed in the media, within the UN peacekeeping mission and in civil society.
- In June 2016, CRG is scheduled to release the first nationwide public opinion poll in recent Congolese history. The poll is being conducted together with BERCI, a Congolese polling firm, and seeks to understand Congolese public opinion on major policy issues, as well as influence and render more accountable the current electoral process.
- Throughout 2015 and 2016, CRG has carried out advocacy with foreign diplomats, civil society, United Nations, and Congolese government officials on key challenges facing the country, in particular the mandate of the UN peacekeeping mission, the involvement of foreign donors in the electoral process, and the approach toward armed groups in the eastern Congo.

4. **Factors shaping CIC's strategy**

There are a number of reasons why now is a good time to review and renew CIC's strategy:

The challenges at the nexus of politics, security and development are shifting. Forms of conflict, crisis and violent extremism are mutating as the rise of ISIS and the Mediterranean refugee crisis, as well as the challenges of sustaining peace in Burundi, CAR, DRC, and South Sudan demonstrate. New priorities have emerged for global policy cooperation along with the globalization of both threats and opportunities; and country and regional priority concerns are evolving.

There is considerable fluidity in relations between major powers and multilateral governance at present. Power relations are shifting, with large middle-income countries wielding rapidly growing political and economic influence. The United Nations, which while not the only policy audience for CIC's work has been a key partner since its inception, will undergo a period of change as Secretary-General Ban Ki-moon's term comes to an end.

5. **Objectives and priority work streams**

In the FY2016-17 and FY2017-18 period, CIC will focus on the following core objectives:

- A leadership transition at the UN that is informed by strong analysis and debate on challenges and possible priorities;
- Increased effectiveness of multilateral political and security instruments, in particular peace operations;
- Strong communication and initial implementation of new elements of the post-2015 agenda, in particular new partnerships relevant to fragility, conflict and violence;

- Better evidence-based research on the drivers to VE and on effective coordinated national and international interventions that have a developmental perspective and are rights-based.
- Better development outcomes for populations affected by humanitarian crises.

The work program is designed to provide analysis and ideas for policy makers on both long-term challenges in the political, security, justice and development nexus and immediate crisis situations such as those facing Syria and its neighbors, through addressing bottlenecks to effective multilateral action. The policy objectives will support and be supported by country engagement in order to illustrate the need for, and benefit of, new approaches. In each work stream, CIC will also emphasize the shifting global landscape and role of the rising powers.

Strengthening multilateral governance and collective action

Within this core objective, CIC will conduct research and political/policy outreach under three programs in 2016-2018. These are: a major program on the UN at 70 and the agenda for the next SG, a program exploring the linkages between humanitarian and development agencies, and work on the current refugees and migration crisis.

UN at 70 & Agenda for the Next SG: This program, known as UN at 70, is a significant effort to take advantage of the fluidity and momentum caused by 2015 and 2016 deadlines for international agreements or major summits on development, climate change and humanitarian issues, as well as the evolving campaign for a new Secretary-General. The program works on four major external challenges and on overcoming internal constraints at the UN (see Box 1 overleaf). In FY 2016/2017, the UN reform program will focus on three stages: prior to the appointment of the next SG, the transition period between administrations, and once the new SG is formally in office.

- *Prior to the SG's appointment:* CIC will support efforts to inform the next SG's agenda around a series of key themes in the areas of peace & security, addressing humanitarian crises, human rights and rule of law, and leadership and managerial issues, and implementing Agenda 2030.
- *Transition period:* CIC will work with partners to engage with the next SG's transition team on how best to integrate these proposals into actionable initiatives.
- *Post-appointment:* CIC will continue to advocate for the sustained implementation of these ideas through coordinated public outreach and support, if requested, to UN leadership.

Outcomes, outputs and target audiences: The overarching outcome of CIC's work on multilateral governance will be to support a leadership transition at the UN that is informed by strong analysis and debate on priorities, modernization and partnerships. The main indicators CIC will use to determine success will be the take up of policy ideas by: member states; the new SG's team; humanitarian and development actors within the UN, and governments of refugees policy. CIC will also be looking to see a diversity of support for its ideas through the development of north-south coalitions.

Relevant outcome	Outputs/results	Target audiences and partners
<p>A leadership transition at the UN that is informed by strong analysis and debate on challenges and possible priorities</p>	<ul style="list-style-type: none"> ● UNSG 2016 website focusing on substantive priorities for next SG agenda ● SG primer (with UNU) ● Support to outreach and events for the UN70 partner countries ● Short policy briefs 	<ul style="list-style-type: none"> ● Member states; individuals of influence; candidates' advisers; new SG's team for second event. ● Member states; candidates; advocacy NGOs; individuals of influence; traditional and social media. ● New SG and team ● Private sector, foundations, think tanks, universities, media, NGOs, and civil society organizations

Box 1: The UN at 70

Four external challenges:

Connecting with global aspirations for development. The SDGs can have a game-changing impact on development – the start of a new social compact that the world needs to reflect geopolitical change (no more developed versus developing countries) and to avoid political crises driven by exclusion. Used as a rallying cry for action by a range of partners and delivered with conviction, they can be the trigger that reinvigorates the UN development system. Yet this requires the UNDS to be ready to take on new areas, adopt new means of implementation, partnerships and instruments for delivery and reform for greater cost-effectiveness. This work stream will focus on the implications for the UN development system of the post-2015 agenda. Key issues will include the UN's role in issues new to the agenda and readiness to adopt new partnerships and instruments for delivery.

Preventing conflict and managing crises. The rise of ISIS, the violence in Ukraine and the conflicts in Libya, CAR, South Sudan and Yemen call into question whether the UN's architecture, strategy and capacities for conflict prevention and peace operations are fit for purpose for the crises they are required to address. Key issues in following up the High-level Independent Panel on Peace Operations, the Advisory Group of Experts on Peacebuilding and the Global Study on Women, Peace and Security will be: the UN's ability to operate in a spectrum of environments including through preventative action; links with international action to prevent violent extremism; partnerships with regional institutions; over the horizon instruments; spanning political, security and justice aspects of instability and linking these to development and institution-building; internal organizational change.

Fixing protracted humanitarian emergencies. Humanitarian systems are also overstretched, as demonstrated by the Syria crisis and the fact that there are now more displaced people globally than at any time since the end of World War II. The 2016 world humanitarian summit offers an opportunity to identify new approaches. There is an opportunity to look at a new model for protracted crises and protracted displacement and much better mechanisms to address the impact of humanitarian spillovers on neighboring countries. Joint approaches between humanitarian and development actors that pull down artificial divides will be crucial.

Setting the rules and infrastructure of globalization globalized world. The UN is the most significant originator of international norms, laws and regulatory regimes worldwide. International law, norms and practices on human rights are tested by changing circumstances and need continued affirmation and strengthening. There are also many emerging areas of global public goods and rules of the game that have been affected by globalization and/or recent technological advances. The demands are many and the political environment for negotiating new rules is not simple, however: assessing which areas are highest impact and politically feasible and laying out pathways to achieve agreement is therefore crucial.

A difficult set of internal constraints:

Unifying across political divisions and fixing antiquated internal systems. Economic and political power in the world is shifting fast, and the next 15 years are likely to be a bumpy ride. The structures of the UN are not well adapted to reflect shifting power relations, and member states have recently been increasingly divided. The UN is an organization of nation states, and beyond that of foreign ministries: the appropriate form of engagement with broader constituencies remains contested. The next SG will also need to modernize internal systems. The UN operates a large budget, often using procedures little adapted from its foundation in the aftermath of WWII. In an era of tightening financial belts and increased public scrutiny, internal efficiency will be key for its credibility. Issues to examine here include senior appointments, increased financial effectiveness and partnerships within and across the UN development, human rights and peace and security pillars.

Work on these five challenges will take place at several levels:

Think pieces on overall priorities and options and pros and cons involved in specific challenges; Closed and open seminars, often co-hosted with Northern and Southern member states and think tanks, presenting work commissioned under this program and linked perspectives from academic and policy thinkers and field practitioners; Effective use of social media to foster debates amongst member states, the press, civil society and candidates;

¹ In addition to the obvious areas such as climate change, these potentially cover pandemics and global health; cyber security; illicit financing; food energy and water resources; R2P; countering corruption; migration and refugees; maritime resources and piracy; access to information/privacy; intellectual property; drugs policy and illicit trafficking; nuclear proliferation.

Humanitarian and development linkages

Humanitarian-Development Action Group: The Humanitarian-Development Action Group is comprised of senior UN officials from UNPD, the World Bank, UNICEF, UNHCR, OCHA, and WFP. The HDAG provides a platform for coordination on humanitarian and development issues among the various UN agencies that exists outside of the formal channels. CIC supports the group by facilitating a series of informal meetings and providing research support for the think pieces produced by the group. In FY 16-17, CIC will continue to perform its facilitative role and the group intends to publish a paper on mapping out the financial instruments necessary to support protracted humanitarian spillovers and instruments for managing risk and building resilience.

Refugees & Migration: Refugees and migration are already the defining development issue of 2015, and potentially of the decade. CIC has long experience of bringing together disparate policy communities to build new, shared agendas. Building on its work with the HDAG, and with oversight from an advisory board of prominent development economists, CIC is planning a project that will address three issues: (i) identifying options to improve protection of displaced people in refugee hosting countries and countries with significant IDP populations; (ii) examining how economic and legal policies affect the incentives of refugees, migrants, and host communities; and (iii) undertaking an outreach program with Syrian refugees in Lebanon and Jordan, particularly those with sufficient assets to be mobile.

Relevant outcome	Outputs/results	Target audiences and partners
Stronger humanitarian-development linkages and better development outcomes for populations affected by humanitarian crises	<ul style="list-style-type: none"> ● Cross-system humanitarian-development action group actively collaborating on policy ideas (one retreat, 4 – 6 weekly meetings) ● Papers on (i) operationalizing the new model to address protracted displacement – a spectrum of approaches; (ii) instruments to finance protracted humanitarian spillovers. 	<ul style="list-style-type: none"> ● UN humanitarian and development agencies and World Bank ● Humanitarian agencies and NGOs; development agencies and bilateral donors; IFIs; private sector.
Improved understanding of the driving factors behind the refugees and migration crisis	<ul style="list-style-type: none"> ● Two or three short analytical papers 	<ul style="list-style-type: none"> ● Member states, UN humanitarian and development agencies and World Bank; Think tanks, universities, media, NGOs, and civil society organizations; regional leadership

Outcomes, outputs and target audiences: The principal objective of CIC’s work on humanitarian and development linkages is to produce new approaches to engagement between humanitarian and development

actors that can be implemented to yield better outcomes for populations affected by humanitarian crises. The means by which CIC will work to produce this outcome is through sustained support to the inter-agency HDAG and the publication of several key papers on the refugee crisis. The main indicators CIC will use to determine success will be the take up of policy ideas by: member states; humanitarian and development actors within the UN; regional leadership; think tanks and universities; NGOs and civil society organizations.

Politics and security program

Effectiveness of peace operations

The long-term **outcome** of CIC's peace and security program is to improve the effectiveness of global peace operations. The three **intermediate objectives** set by the team on an annual basis are to 1) improve the quality and quantity of analysis and public debate on peace operations; 2) increase the diversity of voices involved in these discussions; and 3) increase the global audience able to access this information. The key tool or **activity** to do this is through the *Global Peace Operations Review*. The site aims to increase the breadth of discussion, diversity of contributors, and constantly diversify its audience. With its essays, commentary, analysis, and data, GPOR is a unique site for those working on and studying peace operations. It has an **audience** thousands of visitors per month, many of whom who work in the United Nations, international institutions, governments, and non-governmental organizations active in this field.

The **result** would be an active global discussion on key issues important to improving the effectiveness of peace operations. A key product would be rolling series of essays on conflict prevention published that would be collated and published as an e-book.

GPOR has evolved considerably from its hardcopy forbearer the *Annual Review of Global Peace Operations*, with its up-to-date content, ability for practitioners and researchers to have ongoing conversations about key topics, and its interactive 10-year database. Most importantly, as an online resource it has and continues to build a truly global audience in a way that a limited print run book was unable to do in the decade preceding it. Specific research projects CIC would plan to work on, potentially with partners, would be to study how to restructure the Secretariat to adapt to a spectrum of peace operations, to look at the issue of leadership, to increase the knowledge of the daily lives of peacekeepers in the field.

Peace and security agenda for next SG

During this period, CIC is working with other like-minded institutions to support the creation of a peace and security agenda for the new UN Secretary-General. The **objective** of this part of the CIC's workplan would be to better prepare the new SG's team for the difficult task ahead. It would aim to distill the lessons from the four big reports of 2015 on peace operations, peacebuilding, UNSC Resolution 1325, and countering violent extremism. The main **activity** would be an event held jointly with other organizations, such as Wilton Park, bringing together a spectrum of thinkers and thought about these issues with those either formally designated as part of the new SG's transition team, serving officials likely to stay on, or key figures likely to be considered for senior posts in the new term. **Other activities** could include providing relevant briefs, small expert meetings in New York, or

public discussion via GPOR of key issues identified by the next SG’s team as being relevant to their deliberations and preparations. The **result** would be a better-informed SG’s transition team.

Reinvigorating conflict prevention & sustaining peace

CIC would adopt the **long-term outcome** of reinvigorating the commitment of the UN Secretariat and member states to the organization’s role in conflict prevention & sustaining peace. The **intermediate objective** would be intended to create a bridge the four key reports of 2015 (see above), keep them in active public discussion, and give momentum to the joint UNSC-UNGA peacebuilding resolutions adopted in April 2016. It would seek to continue to make the case for the findings of these reports in future policy processes at the UN. The key **activities** would be a related series of expert meetings with UN officials and members states to discuss some of the key issues identified by this analysis. Planned project in partnership with the Institute of Strategic Studies in Africa (ISS) and the Peace Research Institute Oslo (PRIO) to bring lessons from peacebuilding with Africa to policymakers in New York. It would also encompassed activities planned jointly with other New York-based think tanks and the Peace Building Support Office (PBSO) to follow through and give momentum to the peacebuilding resolution. The **result** would be active discussion and debate among UN officials and members states of the four reports as well as key shared concepts of conflict prevention and sustaining the peace.

Relevant outcome	Products	Target audiences & partners
To increase the effectiveness of global peace operations	<ul style="list-style-type: none"> • <i>Global Peace Operations Review (GPOR)</i> website • A series of commissioned essays on GPOR to analyze tools, practices, and systems of conflict prevention. • Research papers analyzing the restructuring of the Secretariat and improving peace operations leadership • Field research on the daily lives of peacekeepers 	<ul style="list-style-type: none"> • UN peace and security actors in HQ and field; member states political leadership, defense and foreign ministries; AU; EU; Arab League; traditional and social media. • Private sector, foundations, think tanks, universities, media, NGOs, and civil society organizations.
To better prepare the new UN Secretary-General and their team for the challenges in the field of peace and security	<ul style="list-style-type: none"> • Expert meetings, briefing books, & stakeholder engagement with key UN figures and member states. • Intellectual partnership with Wilton Park and others to host a conference in late 2016 	<ul style="list-style-type: none"> • Incoming senior management and policy team of the next UN Secretary-General
To reinvigorate the commitment of the UN Secretariat and member states to the organization’s role in conflict prevention & sustaining peace	<ul style="list-style-type: none"> • A series of outreach events with Secretariat & member states around prevention & sustaining peace 	<ul style="list-style-type: none"> • Private sector, foundations, think tanks, universities, media, NGOs, and civil society organizations.

Human Rights, Democracy and Violent Extremism

One of the greatest challenges for organizations working on conflict, security and development is to understand and act upon the escalation of conflict and the rise of new forms of violent extremism, such as we are witnessing today in the Middle East and North Africa. CIC's work in this area consists of three aspects:

Knowledge work to draw together the evidence on development and human rights-related responses to violent extremism and identify successful practice in addressing them;

Policy outreach to bring together development and human rights policy-makers and practitioners with their political and security counterparts;

Support to implementation of the development and human rights aspects of national action plans to prevent violent extremism, drawing on exchanges of good practice and lessons learned between countries.

Together with other partners CIC is proposing to:

Increase Knowledge: Undertake field research studies focused on countries in the South where least information is available on governmental and civil society approaches to address VE (e.g. from among Afghanistan, Egypt, Jordan, Lebanon, Morocco, Saudi Arabia, Somalia, Tunisia). This will be compared with selected cases in the North where more research is already in place. Studies will in particular focus on two areas:

- a. Development, justice and ROL policies and efforts that have been undertaken by state and other actors to counter or prevent radicalization and recruitment, and;
- b. The relative significance of global, national and local actors and grievances in driving recruitment into violent extremism in different contexts.

CIC will then produce a comparative analysis of approaches in the North and South, including the context in which approaches were adopted; their design; actors involved; and any evidence available on results.

Improve Coordination: Convene relevant multilateral and bilateral stakeholders in practical policy-oriented working meetings, around identified aspects of the effort to tackle VE. The meetings will consider the evidence around particular issues (employment, corruption, the criminal justice system) and act as a space to brainstorm solutions and changes in approach. CIC will also organize focus group discussions that bring together policymakers, practitioners, academics, activists and youth from inside and outside the effected states/regions to review research findings on the impacts of development, justice and ROL policies and to develop informed strategies and methodologies.

Enhance Implementation: Following up on the field and data research and the comparative analysis to be carried out under Objective 1, CIC will develop guidelines and recommendations for member states seeking to draw up national plans that are in conformity with rights standards. This process will draw on the meetings under

Objectives 1 and 2 to develop indicators and milestones to assist governments in measuring their progress and to identify and learn from best practices.

Outcomes, outputs, target audiences and partners: The intended outcome of CIC’s work is to inform debate on root causes to violent extremism, particularly in the Middle East and North Africa, and to strengthen the effectiveness of national and international responses. The main indicators CIC will use in this work include expert feedback on relevance and policy applicability of findings; take up of findings by key national and multilateral actors, media and advocacy NGOs, as well as by the media. Detailed outputs, the relevant outcome to which they contribute, and the target audiences are described below.

Relevant outcome	Products	Target Audience
More effective development programs informed by comparative experiences; multi-lateral and national level decision making informed by data; voices from the South incorporated into global decision making	<ul style="list-style-type: none"> ● Expert meeting to review study methodology and data: mechanisms of recruitment of foreign fighters into extremist groups and global/local grievances to be tested in high risk theatres; subset of “ISIS-supporting” twitter accounts. ● Publish country case studies based on field research ● Comparative policy paper and think pieces on topical issues drawing on the data analysis and field work. 	<ul style="list-style-type: none"> ● Governments and multilateral actors; CT community amongst member states; DPA/UN CT task force; engaged local and regional NGOs and foundations; wider constituencies through traditional and social media.
Improved coordination between security, development and human rights policymakers	<ul style="list-style-type: none"> ● Policy paper on development and human rights contributions to PVE – shifts in approaches ● Publish conclusions from the focused group meetings ● Publish conclusions from workshops 	<ul style="list-style-type: none"> ● UN leadership and relevant agencies; member states developing PVE national plans; IGO’s and regional organizations; local, regional and international NGO’s
More effective National Plans leading to a measurable reduction in VE; indicators lead to periodic reviews and improvement.	<ul style="list-style-type: none"> ● Guidelines and recommendations for states, based on field studies, online data and comparative analysis ● Indicators and milestones to measure progress in PVE 	<ul style="list-style-type: none"> ● Governments and regional IGO’s; UN agencies; activists and practitioners in the C/PVE area of work; NGO’s

Sustainable development and peaceful societies

CIC has a strong track record of shaping policy on conflict and fragility, as well as peace and justice. In FY 2015, amongst others, CIC's development program facilitated the pathfinder network on incorporating peace into the post-2015 agenda and on outcomes for the financing for development summit. In 2016-2018, CIC will build on this through a focus on fostering "peaceful, just and inclusive societies" and the implementation of SDG 16 by: (i) creating an action platform to develop the evidence base on what actually works so as to accelerate delivery; (ii) deepening the intellectual foundations for successful delivery and strengthening integration between SDG 16 and the rest of Agenda 2030.

The main elements of this program are:

Fostering consensus on key delivery gaps and opportunities in delivery: In the early part of 2016, CIC will host a second workshop in Geneva that will mirror a previous event in New York in February 2016, which focused on key delivery gaps in the Agenda 2030. For this event, a paper analyzing SDG partnerships, gaps and areas of quick wins was prepared and is being updated as events unfold. These two workshops will produce short outcome documents on gaps and opportunities in delivery as well as linkages between SDG 16 and other foundational goals (i.e. jobs, inequalities). These discussions will be useful to raise awareness of the scale of the Agenda 2030 delivery challenge, while creating a more informed debate about approaches that are most likely to lead to effective delivery, thereby supporting national delivery.

Creating an action platform to coordinate and accelerate delivery of SDG 16: SDG 16 is a new goal that was not covered in the MDGs: There are quite a few existing partnerships and organizations working on sub targets of the goal and though there is much interest and some fledgling initiatives on the overall goal, few structured mechanisms exist for its implementation. There is potential to bring together interested stakeholders with the policy leverage, technical expertise, and finance to bring urgency and coherence to delivery. CIC seeks to create an action platform for peace and justice that would do that by in addition, increasing strategic clarity about the nature and scale of the challenges of delivery, with a particular focus on evidence-based policies and solutions. This platform could also play an important convening and coordination role, helping existing partnerships and initiatives work more effectively together, challenging them to define and deliver results that are in line with the ambitions of the new agenda, while plugging gaps in areas such as violence prevention and the promotion of rule of law at international and national levels.

An initial input to this process is the mapping of existing initiatives and work already being undertaken in this area, which CIC is undertaking. It will also organize a workshop to be held in NY to explore delivery challenges in more detail with "pathfinder" countries that have already committed or begun implementation. Existing partnerships and foundations already working on SDG 16 and related targets as well as NGOs and other entities will also be invited to participate. The concepts behind SDG 16 as it was negotiated, baseline levels and trajectories in SDG 16 targets, and lessons from other delivery partnerships will be reviewed, resulting in a non-paper on opportunities for accelerating SDG 16 delivery. In Fall 2016, the group will meet to consider this paper and to develop a shared strategy or joint action plan on delivery. In the first half of 2017, partners will finalize this action plan.

Deepening the intellectual foundations for successful delivery of SDG 16: In 2016 and 2017, CIC will select a single, resonant theme with the potential to influence the policy debate on SDG 16. For each theme, we will form a multi-sectoral Task Force to produce a landmark report that will have a high-profile launch with global media profile. The first theme will explore the potential for investment in systematic, sustained and large-scale violence prevention interventions to reduce *all forms of violence and related deaths everywhere* (SDG16.1). The research will draw on existing data sources and reports, provide an overview of the global distribution of the major forms of collective and interpersonal violence, set out evidence of what works to prevent violence, quantify the impact of effective delivery of these interventions, and make recommendations for delivering SDG 16.1. In the second year, we will explore a theme related to the justice pillar of SDG16.

Strengthen integration between SDG16 and the rest of Agenda 2030: Work under this objective will focus initially on health and education, where SDGs will not be delivered without effective implementation of SDG 16. In 2016, for each of these sectors, CIC will run joint seminars exploring the role that the SDG16 action platform can play in increasing the effectiveness of sectoral delivery. This will allow for the development of a joint plan of action in 2017 and beyond.

Outcomes, outputs, target audiences and partners: The intended outcome of CIC’s work on sustainable development and peaceful societies is effective implementation of new elements of the post-2015 agenda, in particular those relevant to universality, partnerships and to fragility, conflict and violence. The main indicators CIC will use to determine success will be (i) positive outcomes at the FFD and SDG summit through the take up of ideas developed in CIC policy outreach; (ii) at least two areas of successful progress in initial implementation partnership, in particular relating to Goal 16.

Relevant outcome	Outputs	Target audiences and partners
Foster consensus on key delivery gaps and opportunities	<ul style="list-style-type: none"> ● Seminar in Geneva reviewing gaps and opportunities, mirrored on February 2016 meeting in New York ● Short outcome documents ● Paper on SDG partnerships, analyzing characteristics of effective partnerships, gaps and areas of “quick win” ● Workshop to explore delivery challenges in gap areas 	<ul style="list-style-type: none"> ● Member state missions, international organizations, the private sector, civil society actors and foundations

<p>Create an action platform to coordinate and accelerate the deliver of SDG16</p>	<ul style="list-style-type: none"> ● Member state consultation and expert briefing ● Formation of informal group of pathfinder countries and other working on SDG 16 and initial meetings ● Seminars with members of the Action Platform on Task Force work on violence prevention ● Draft roadmap on SDG16 delivery ● High level event to launch roadmap and action platform 	<ul style="list-style-type: none"> ● Governments, existing partnership platforms, international organizations, the private sector, civil society actors and foundations who wish to lead on SDG 16 delivery
<p>Deepen the intellectual foundations for successful delivery of SDG16</p>	<ul style="list-style-type: none"> ● Peaceful and Inclusive Societies Task Force formed, with 12 global experts ● At least 20 key international and national stakeholders engaged in supporting Task Force ● Three briefing papers published ● Online submissions and consultation ● Report published ● Launch event ● [Repeat for new theme in year 2] 	<ul style="list-style-type: none"> ● A task force that brings together thought leaders from multiple sectors and draws on the analytical power of data and key international and national actors
<p>Strengthen integration between SDG16 and the rest of Agenda 2030</p>	<ul style="list-style-type: none"> ● Seminar on SDG16 and health ● Seminar on SDG16 and education ● Joint plan of action for health ● Joint plan of action for education ● SDG16 and health joint working group ● SDG16 and education joint working group 	<ul style="list-style-type: none"> ● Agenda 2030 coalitions from fields such as education and health

6. Country engagement

CIC has a deep and long-standing program of operational engagement in Afghanistan and Pakistan. This has proven invaluable both for the progress made in country, international and regional support; and for the on-the-ground feedback provided to inform CIC’s policy work. A smaller program of engagement exists on the

development side in Somalia, and in 2015 CIC started to host a new program of the Congo Research Group on political, security and related issues in the DRC. In the FY16-17 and FY17-18 period, CIC will aim to maintain a maximum of 3-4 country or regional engagements in complex situations that raise and test global policy issues.

Afghanistan and the region

Establishing peace and stability in Afghanistan remains an immediate challenge for the international community. The Afghanistan-Pakistan Regional Project (APRP) utilizes subject-matter expertise and extensive networks to support efforts to achieve greater stability in Afghanistan and the region. Through a blend of structured dialogues, applied research, and strategic outreach, APRP works on many of the most pressing problems facing Afghanistan and the surrounding region—from reconciliation to security to regional cooperation and governance reforms. In 2015-16 APRP plans to continue the US-China dialogues in bilateral and possible trilateral and multilateral formats; APRP will produce reports on the political processes in Afghanistan such as peace and reconciliation, constitutional reforms and elections; and will carry out an assessment of Government of Afghanistan’s reform agenda.

Relevant outcome	Products	Target Audience
US-China Dialogue on areas of converging interests.	<ul style="list-style-type: none"> ● US-China Dialogue: Rapporteur summaries from the gatherings; generation of policy papers for the capitals of both countries; ad hoc memos to high-level officials of Afghanistan and Pakistan. ● US-China-India Dialogue: Continuous engagement with the Delhi Policy Group and synergizing US-China dialogue activities. 	<ul style="list-style-type: none"> ● US-China policy makers and officials.
Regional and international cooperation on Afghanistan and Pakistan.	<ul style="list-style-type: none"> ● US-China+ dialogues (i.e. Central Asia): rapporteur summaries from the gatherings; and generation of policy papers ● Thematic Work: Production of a report on the Istanbul Process; production of a report about the issues of governance in Afghanistan; production of papers on Afghanistan reconciliation. ● Continuous engagement with the New America’s Iran initiative and exploring the idea of a US-Iran dialogue on Afghanistan. 	<ul style="list-style-type: none"> ● Afghanistan-Pakistan policy makers and officials. ● US-Iran policy makers ● The United Nations and the International Community.

	<ul style="list-style-type: none"> • Initiation of US-Iran dialogue on Afghanistan • High level and field consultations around the role of the UN in post transition Afghanistan and production of a report from the findings. 	
Analysis of a political settlement and constitutional review.	<ul style="list-style-type: none"> • Thematic Work: Production of papers on Afghanistan's constitution review and amendment. 	<ul style="list-style-type: none"> • Afghan and international policy makers; academia.
Assessment of the Reform Agenda	<ul style="list-style-type: none"> • Producing a report on Government of Afghanistan's reform agenda which will draw a clearer picture on progress; challenges; way forward; and will identify areas of prioritization on reforms 	<ul style="list-style-type: none"> • Government of Afghanistan • The international and donor community

Somalia

The Somalia peacebuilding program produces monthly tracking reports on progress on peacebuilding and statebuilding, and analyzes the extent to which international learning and policy is being implemented on the ground in Somalia. The program is currently being scaled up in collaboration with the South African Institute of International Affairs (SAIIA) to also analyze and learn lessons from non-traditional donors' approaches to building political settlements in the country.

Relevant outcome	Products	Target Audience
Enhanced understanding of non-traditional donors' approaches and priorities for reducing fragility	<ul style="list-style-type: none"> • Occasional papers and policy briefs on Turkey's role and approaches in Somalia • Comparative paper with SAIIA on non-traditional donors' approaches in Africa • Seminar with the African Union • Academic journal article 	<ul style="list-style-type: none"> • Rising powers, BRICS • Government of Somalia • African Union peace and security commission • Major donors • Somali civil society • UNSOM, AMISOM, UNSOA • DPA, DPKO, UNDP • Academia and southern think tanks

Build Somali capacity to produce peacebuilding analysis	<ul style="list-style-type: none"> • Develop a Somali Research Group to deliver the peacebuilding research and eventually become sustainable 	<ul style="list-style-type: none"> • Somali researchers, civil society, journalists • Somali policy actors • Major donors, UN, AfDB
---	---	--

Democratic Republic of Congo (DRC)

The Congo Research Group (CRG) at CIC undertakes research in the highest risk areas and on key thematic issues relating to conflict and political tensions in the Congo. CRG’s focus in 2015-16 is on conflict dynamics in the run-up to local and national elections.

Relevant outcome	Products	Target Audience
Enhance understanding of conflict dynamics in the Democratic Republic of the Congo in the run-up to local and national elections in 2015-2016	<ul style="list-style-type: none"> • An investigative report on security dynamics related to elections • A policy report on the electoral process • A policy report on regional dynamics related to elections and the role of the AU, ICGLR, and SADC • Profiles and maps of armed groups in the eastern Congo • A violence tracker for the Kivus region that can track and measure trends in violence • CRG website with weekly podcasts, caricatures, and blog entries 	<ul style="list-style-type: none"> • UN peacekeeping staff in MONUSCO and DPKO HQ • Congolese government officials at the national and provincial level • Major donors in the DR Congo • AU, SADC, and ICGLR officials • Media and civil society more broadly in the DR Congo
Improve the efficiency of donor interventions	<ul style="list-style-type: none"> • Investigative report evaluating different “theories of change” and their impact on conflict in the eastern DRC • Policy report on MONUSCO • Policy report on the DDR process 	<ul style="list-style-type: none"> • Major donors in the DR Congo • Media and civil society more broadly in the DR Congo
Render the Congolese government and political parties more accountable	<ul style="list-style-type: none"> • Nationally representative poll of Congolese political opinion in the run-up to national elections • Series of short reports on the political economy of 	<ul style="list-style-type: none"> • Congolese government officials at the national and provincial level • The Congolese opposition and civil society

	hydroelectric power, political patronage, and development	
Support local researchers and civil society groups working on conflict in the DR Congo	<ul style="list-style-type: none"> • Collaboration with the <i>Centre d'Études Politiques</i> at the University of Kinshasa • Methodological workshop with Congolese researchers on conflict • Institutional support to BERCI polling firm in Kinshasa • Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely information and analysis of conflict dynamics 	<ul style="list-style-type: none"> • Congolese civil society and research organizations

Shared outputs between thematic policy work and country engagement

CIC will seek to test some shared policy questions and ideas across the Afghanistan, Somalia and DRC engagements, linking these to current and evolving challenges engaging international attention. We will place an emphasis on the following areas:

- Peacekeeping reforms: CIC will pursue the discussions prompted by the High-level Independent Panel on Peace Operations (HIPPO), the Peacebuilding Architecture Review, and the 1325 Global Study. In particular, we will try to understand what how the United Nations and African Union can take a more political approach to peacekeeping and what institutional reforms and strategic approaches might be necessary to forge lasting political settlements and to engage in meaningful mediation. We will also see to what degree the peacekeeping missions in Somalia and the Congo have been able to implement recommendations made by the HIPPO regarding the protection of civilians and the use of force.
- Aid and political settlements: There is a growing consensus that for foreign aid to have a lasting impact, it must be able to contribute to the forging of political settlements at the national and subnational level. How this is done in practice, however, can be complicated and raise ethical and operational dilemmas for donors. We will examine how different approaches by donors fare in DR Congo, Afghanistan, and Burundi—including focusing on reforming state institutions, strengthening community involvement in local governance, privatizing state-owned enterprises, and promoting private sector development.
- South-South Cooperation: The geopolitical balance of the international system has shifted in recent years. This has had an impact on development aid, as new donors emerge with different approaches to development. CIC will evaluate whether SSC is indeed different than traditional development

cooperation, and what lessons can be learned in terms of aid provision. Case studies include Turkey's involvement in Somalia and South Africa's involvement in the DR Congo.

Future country engagement

Over the FY 2016-17 period, CIC will consider greater engagement in one or two further areas that illustrate its policy focus. The most likely candidates at the moment are in North Africa and Burundi.

In Burundi, the research project would carry out in-depth investigations of the armed conflict that has emerged since April 2015. Topics will include:

- Regional involvement in the crisis, including Rwandan backing of the insurgents, and Tanzanian, South African, Angolan, and Congolese involvement;
- Internal dynamics within the Nkurunziza government related to the management of youth militias and security forces and the attitude toward to the peace process;
- Dynamics within the African Union and the East African community related to the conflict.

The project will allow CIC to play a part in finding solutions to the crisis there. It was also allow the Center to deepen the linkages between country-specific dynamics and policy discussions around conflict prevention and peacebuilding.

In North Africa, CIC will undertake research in Tunisia and Morocco, two of the largest exporters of foreign fighters, to better understand the reasons why youth are becoming radicalized to violent extremism. Our research will investigate the social, economic, and political trends in these two countries that have prompted radicalization. We will then evaluate the various policy initiatives undertaken in an effort to understand what works and what does not.

These new engagements will follow a model similar to that developed by the Congo Research Group at CIC, partnering with local institutions and using rigorous research and surveys to influence policy debate on a particular conflict or country.

Partnerships in country work

Beyond 3-4 operational engagements CIC will not seek to expand its own direct country work, but will where useful develop partnerships with other organizations such as ICG, CHD and ID to strengthen the “ground-truthing” and implementation traction of its policy work. These partnerships may take the form of support to another organization’s country work by providing advice on political, security and development policy linkages; or feedback from other organizations’ field presences to policy issues.

7. Supporting activities

CIC will aim to work in a way that ensures it: (i) produces high quality analysis that is always of practical policy or operational relevance; (ii) engages equally with Northern and Southern decision-makers and communities of expertise; (iii) balances policy work with targeted country engagement which illustrates policy issues; (iv) links external work to UN and other multilateral audiences. Specific supporting programs addressed at implementing in this way will include a seminar series linking policy-makers, field practitioners and academic networks; CIC's nonresident fellows program; and a strategy of active commentary in both traditional and social media.

Seminar series linking policy-makers, field practitioners, activists and academic networks

CIC will aim to act as a linker between national and regional reformers, academics, policy experts, activists and practitioners who work in related areas to the programs above and an international policy audience, in particular around the UN. It will host periodic seminars that bring together experienced voices that may not always be heard in a New York setting on specific issues (including bringing new and relevant academic work to a UN policy audience; and bringing experienced field practitioners to policy and academic audiences).

Partnerships

CIC has an extensive range of partners listed below, often built around the professional networks of CIC key staff. These can take many different forms. Our multilateral partnerships have been described in the workstreams above. We also undertake plan to undertake joint analysis with think tanks such as CSIS in Indonesia, ISS in South Africa, Igarape in Brazil, Wathi in West Africa, and Saferworld in the UK. The Center has co-hosted recent events or involved participants from NGOs such as Igarape Brazil, the New America Foundation, Saferworld and Brookings India. Like-minded organizations working closely with the UN, such as UNU, IPI, ICM, CPPF, UNF, Quaker International and the Bahai Institute are also regular partners for events. Within our New York office we host the liaison office of the secretariat of the Challenges Forum of the Folke Bernadotte Academy (FBA). We plan to work with the Athena Consortium to increasingly integrate gender analysis into our Effectiveness of Political and Security Instruments workstream as well as explore future joint analysis, research, or activities to bring the agenda for women, peace, and security into our work on peace operations. We also sponsor researchers working in our field for limited duration stays in New York, including during 2015 from the China Institute of Contemporary International Relations, Brookings India, NYU Abu Dhabi, NUPI, Leuven International and European Studies (LINES) Institute, and the French Defense Ministry. In FY16 and FY17 we will continue many of these partnerships and also seek to develop some new relationships, for example with OHCHR and with NGOs working on access to justice.

Non-Resident Fellows & Visiting Scholars

CIC will aim to increase the diversity of its network of non-resident fellows, and to involve non-resident fellows in joint research, outreach and communication and peer review processes. With its unique position as research center of the Faculty of Arts and Sciences, CIC is also able to sponsor foreign researchers as visiting scholars to spend time in New York researching the multilateral system. Most of these scholars come funded from their

home countries, but CIC is able to incorporate external scholars into its programs if specific funding is forthcoming. For the coming year CIC already has visiting scholars planned from Central European University, Chinese Academy of Social Science (CASS), French Defense Ministry, NYU Abu Dhabi, Oxford University, The Graduate Institute of Geneva, and the University of Queensland.

Communications

CIC recognizes communicating ideas is an important part of encouraging change in the multilateral system. We will aim to maintain and expand a public voice on issues with a small in-house communications team in the thematic areas above by providing an independent, respected and diverse presence in traditional and social media. We maintain a main website for the organization as well as the three specialized sites:

- Center on International Cooperation (www.cic.nyu.edu)
- Global Peace Operations Review (<http://peaceoperationsreview.org/>)
- UNSG 2016 (<https://medium.com/unsg-2016>), and
- Congo Research Group (<http://congoresearchgroup.org/>).

Each has its own Twitter account (@nyuCIC @PeaceOpsCIC @UNSG2016 & @GEC_CRG). The CIC website and Twitter account is linked to a Facebook page. CIC has its own mailing list with more than 3,400 subscribers and CRG maintains a list of some 700 readers. Senior staff curate more targeted lists aimed at their immediate professional contacts.

From time to time, this involves bringing in technical specialists to supplement our in-house team, including copy editors and graphic artists. If funds were available, CIC would see to upgrade its mailing list, database, and other supporting software.

8. Program team & partners July 2016 – June 2017

	Multilateral governance	Humanitarian and development linkages	Political and, security effectiveness	Human rights, development, and violent extremism	Sustainable development and peaceful societies
Team	Sarah Cliffe Thant Myint-U Jim Della-Giacoma Hanny Megally Richard Gowan WPS Sidhu Richard Gowan Alex Evans David Steven Ian Johnstone Ryan Rappa Karina Gerlach	Sarah Cliffe Jeffrey Strew Ryan Rappa Gizem Sucuoglu	Sarah Cliffe Jim Della-Giacoma Alexandra Novosseloff Jason Stearns Jean Kenge Mukengeshay Pascale Kambale Barney Rubin Gizem Sucuoglu Ryan Rappa Anne Marie Goetz Rob Jenkins Sarah Boyd Cate Buchannan Karin Landgren Tamrat Samuel	Sarah Cliffe Hanny Megally Joshua Tucker Alexandra Siegel Ryan Rappa	Sarah Cliffe Alex Evans David Steven Ryan Rappa Karina Gerlach Jeffrey Strew
Possible Partners	UN: individuals from EOSG, DPA, DPKO, OCHA, DM, UNU Individuals from UNDP, UNICEF, WFP, UNHCR Think tanks and NGOs: Security Council Report; UNU; IPI; NUPI; SCR, CPPF; Quaker and Baha'i Foundations; World Bank; African Development Bank; AIIB	OCHA, WFP, UNICEF, UNHCR, WB, UNDP	DPKO, DPA, DFS Challenges Forum, Folke Bernadotte Academy, Clingendael Cairo Center for Peacekeeping Athena Consortium IPI ZIF NUPI PRIO SIPRI China Institute for Contemporary International Relations	Geneva-based Missions of Morocco, Tunisia, UAE, Oman, Jordan and Qatar OHCHR/OCHA/UNDP/DPA CTITF/CTED CNDH CEDHD Rabita Mohammadia des Oulemas Univ. Intl. de Rabat Ministry of Civil Society (Tunisia) AIHR	Governments of Switzerland, Netherlands, Brazil, Quaker UN Office; Baha'i UN Office UN Foundation Dag Hammarskjold Foundation Igarapé Brazil BRICS Policy Center Delhi Policy Group Brookings India Chinese Institute

	Other private sector, foundations, and global funds		CSIS Indonesia Igarapé Brazil Shanghai Institute for International Studies Security Council Report ISS Africa HRW University of Kinshasa BERCI Wilton Park	Tunisian Center for Strategic Studies GCSP Hedayah Quilliam ACRPS AI CIHRS ICTJ ICJ CGI FIDH ARI Hague Institute Impunity Watch HRW OSF NYU SMAPP Brookings Kings College	for International Studies and Chinese Academy of Social Sciences ISS South Africa Saferworld NYU SMAPP NYU Abu Dhabi Human Rights Watch University of Kinshasa BERCI
--	---	--	--	---	---