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CIC | INTERNATIONAL
COOPERATION

Center on International Cooperation

Business Plan

JULY 2018 - JUNE 2020

Executive Summary

Vision

CIC's vision is to advance effective multilateral action to prevent crises and build peace, justice and inclusion.

Mission and comparative advantage

Our mission is to strengthen cooperative approaches among national governments, international organisations and the wider policy community to advance peace, justice and inclusion. CIC's comparative advantage lies in three areas:

- First, the Center specializes in the links between politics, security, justice, humanitarian responses and sustainable development: we have staff with expertise in these different areas, and as an institution we forge links between them.
- Second, we focus on analysis and ideas-generation that is principled, practical and policy relevant; ambitious while also being sensitive to evolving political realities and constraints to collective action on international problems.
- Third, we have built up a strong understanding and relationships of trust with multilateral institutions over the past two decades. In particular, we have a proven track record of working closely with member states and organizational leadership of the United Nations and the International Financial Institutions.

Context

In the last year there have been significant signs of deepening global uncertainty. Major international peace and security agreements such as the Iran nuclear deal are at great risk. There are challenges to national prevention and peacebuilding efforts that impact the wider regional and global situation, from DRC to Colombia to Northern Ireland. Many countries are seeing popular nationalist sentiment and major shifts in the role of long-established political parties. This creates uncertainty and limits sustained international engagement, even from countries long known for their support for multilateralism. Yet there is opportunity as well as risk: demonstrated by the rapidly shifting prospects for peace in the Korean peninsula to successful prevention through nine elections in West Africa, to ruling parties in Ethiopia and South Africa moving towards more inclusive reforms from within.

Reflecting this mixed environment, the reform agenda at the UN has moved forward in some areas but has been blocked in others, and the Security Council has experienced ever deeper divisions. Both at the UN and beyond, we believe that now is therefore a crucial juncture to demonstrate that practical progress towards peace, justice and

inclusion is possible, that prevention can work in practice, and that multilateralism needs strengthening to achieve these outcomes.
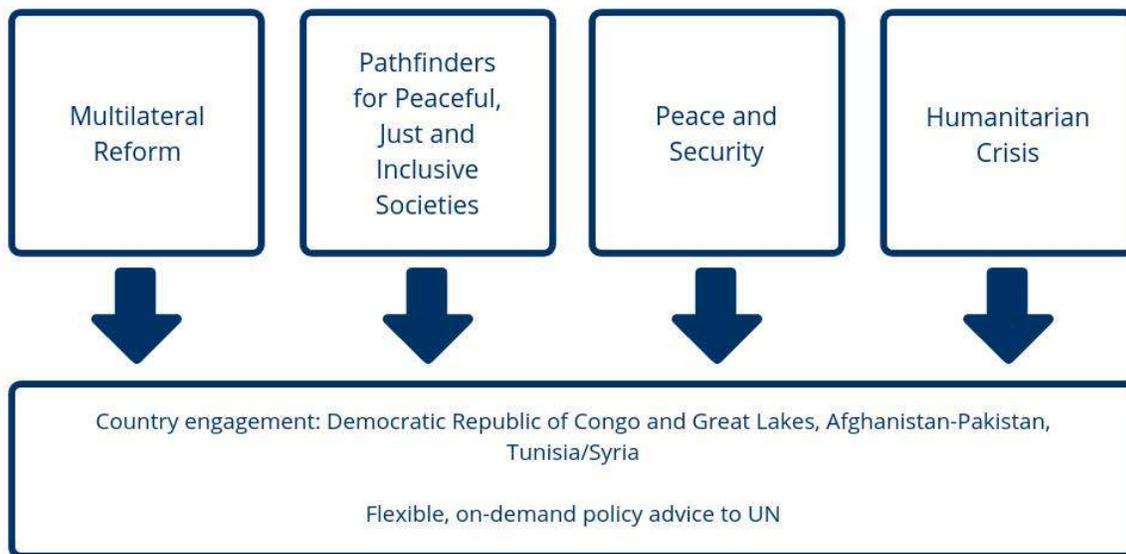
Goal and activities

The central goal of CIC's work over 2018-2020 is to contribute to better national and international crisis prevention through resilient institutions that can deliver peace, justice and inclusion. Our business plan supports Agenda 2030 (which has great potential to prevent crises as well as to build opportunity); aims to help implement the landmark United Nations-World Bank 2017 report *Pathways for Peace*, to which CIC contributed; and builds on past efforts to strengthen the international architecture for crisis prevention and recovery, such as the sustaining peace resolutions; the peace, justice and inclusion theme in the SDGs; the World Humanitarian Summit and the High-level Independent Panel on Peace Operations and Action for Peacekeeping Agenda. It has a strong focus on the ongoing reform process at the United Nations led by Secretary-General António Guterres, but also on broader partnerships between member states and with other multilaterals such as the international financial institutions.

Our business plan will contribute to putting prevention into practice as follows:

- In our *multilateral reform* program, we will focus on the cross-pillar approaches which are so crucial at this stage to get the best impact from the Secretary-General's reform proposals. This will include new work on the role of human rights, while continuing with our support to the peace and security and development pillars. In the development area, we will support both UN leadership and member states in developing a constructive dialogue on the proposed funding compact. To strengthen the UN's partnerships with other actors we will also convene a group to follow up on the landmark UN-WB Pathways for Peace report in country level implementation and thematic research, as well as exploring a new partnership with the IMF. Finally, we will expand our 2017-18 analysis on the Secretary-General's gender parity strategy with the launch of a gender observatory to monitor UN appointments.

- Our flagship program on *Pathfinders for Peaceful, Just and Inclusive societies* is in a strong position to build momentum for the implementation of the SDG16+ targets ahead of the High-level Political Forum in 2019. The Pathfinders for Peaceful, Just and Inclusive Societies (a partnership with over 40 member states and large civil society organizations, co-chaired by Brazil, Sierra Leone and Switzerland), has three priorities: use the Roadmap for Peaceful, Just and Inclusive Societies to support national governments and civil society actors seeking to make progress on peace, justice and inclusion; build on the roadmap to strengthen strategies, momentum, and political will at international and regional levels; and shape a global debate using "grand challenges" on justice, inclusion, and violence prevention. The ministerial Task Force on Justice takes forward the first of

these grand challenges will be a major focus for the Pathfinders in 2018/2019, alongside new work on violence reduction and inequality/exclusion to be launched.

- In our *peace and security* program we will support actions to shift the dialogue among member states, taking the "fear out of prevention" at the UN by showcasing nationally owned experiences of prevention led by governments. We will also look at innovations in peace operations, including expanding the toolkit for dialogue and mediation for prevention, and how SDG16+ can be leveraged to support not only national government objectives but also peace operation mandates, as well as in particular during mission transitions. Field support in countries with peace operations will be carried out jointly with Pathfinders. Overall, this work will support the Secretary-General's Action for Peacekeeping initiative, and it will be timed to influence relevant policy and decision-making moments, including strategic reviews of special political and peacekeeping missions and UN reform processes.

- Our work on *humanitarian crises* has two main elements: i) The humanitarian-development-peace nexus; and ii) rights and responsibilities within the international refugee regime. On the humanitarian-development-peace nexus, we will expand our field-based research on how the UN and the international community are implementing commitments to localize humanitarian responses, including in conflict settings as appropriate, and to bring them together with development action behind collective outcomes. We will also continue to follow the Global Compact for Refugee commitments, providing support to multi-stakeholder platforms globally and at country level, and supporting the shift towards national ownership of humanitarian assistance in refugee-hosting states.

- In our country programs we explore issues that are a priority for the countries concerned but also have wider global policy relevance. In our Great Lakes work we will focus on piloting new technologies for violence tracking in DRC, reducing electoral violence, and political economy work on holding leaders to account: all of these address areas of wider global concern. In Afghanistan, in addition to continuing to support informal dialogue between the US and China we will look at new entry points for reconciliation based on the history of peacemaking. Last, we will support small-scale work on impunity in Syria and preventing violent extremism in Tunisia, linking these to our policy work on peace and security, justice and development connections.

Key outcomes supported. The 2018-2020 program aims to support: (i) effective UN reform that is informed by strong analysis, field research, and debate on practical options and political pathways for implementing them; (ii) improved development outcomes for populations affected by humanitarian crises; (iii) country-level implementation of improved prevention and peacebuilding and more strategic Security Council approaches to peace operations, and; (iv) accelerated implementation of the SDG targets related to peaceful, just, and inclusive societies.

1. Introduction

The Center on International Cooperation (CIC) is a non-profit research center housed at New York University (NYU).[1] CIC's vision is to advance effective multilateral action to prevent crises and build peace, justice and inclusion. Our mission is to strengthen cooperative approaches among national governments, international organisations and the wider policy community to advance peace, justice and inclusion.

CIC's comparative advantage lies in three areas. First, the Center works on the links between politics, security, justice, humanitarian responses and sustainable development: we have staff with expertise in these different areas, and as an institution we specialize in the links between them. Second, we focus on analysis and ideas-generation that is principled, practical and policy relevant; ambitious while also sensitive to evolving political realities and constraints to collective action on international problems. Third, we have built up a strong

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[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.

understanding and relationships of trust with the member state and organizational leadership of multilateral institutions over two decades, in particular the UN and its links to the IFIs.

This document lays out CIC's strategy and business plan for a two-year period: July 1, 2018 to June 30, 2020. Section 2 describes factors shaping the strategy, and Section 3 describes in detail the activities, outcomes, outputs, and target audiences of CIC's work.

2. Factors shaping CIC's strategy

Factors that have changed since CIC's 2017-2019 business plan include:

Signs of deepening global uncertainty. Major international peace and security agreements such as the Iran nuclear accord are at great risk. There are significant challenges to national prevention and peacebuilding efforts that impact the wider regional and global situation, from least developed countries such as DRC to middle and higher income environments such as Colombia and Northern Ireland. Many countries are seeing popular nationalist sentiment and major shifts in the role of long established political parties that creates uncertainty and limits sustained international engagement. This affects the foreign and aid policies of some of CIC's longstanding partners, and can make it harder to mobilize diplomatic and financial support for prevention efforts in some countries.

New opportunities. There are new openings too: demonstrated by the rapidly shifting prospects for peace in the Korean peninsula to successful prevention through nine elections in West Africa, to ruling parties in Ethiopia and South Africa moving towards more inclusive reforms from within. CIC staff have longstanding experience of partnering with countries undergoing nationally led transitions and can support some of these new opportunities.

A mixed record in UN reform. Reflecting this mixed environment, Secretary-General António Guterres' reform agenda at the UN has moved forward in some areas but has been blocked in others. CIC continues to have good relations both with the Executive Office of the Secretary-General (EOSG) and a cross-regional spread of member states, and will continue to work to support both UN leadership and member states to make continued progress on reform.

Both at the UN and beyond, we believe that now is a crucial juncture to demonstrate that practical progress towards peace, justice and inclusion is possible and that prevention works in practice. The context does not fundamentally change any of CIC's previous workstreams, and we will continue to build on these. The fact that – predictably – reform efforts at the UN have narrowed and become somewhat more difficult over time does not alter our support for them. It does however continue to justify the shift we started last towards expanding country level and multistakeholder platforms (including UN-IFI collaboration) as a way of demonstrating that progress is possible. We believe that this continues to be important both for its own sake and to catalyze more action at the UN.

3. Objectives and programs

In the FY2018-19 and FY2019-20 periods, CIC will focus on the following core objectives, all linked to an overall goal of better international cooperation on crisis prevention:

Thematic programs:

- Support the SG's efforts for UN reform;
- Identify and support practical country level opportunities for conflict prevention and sustaining peace, and draw on field research to "take the fear out of prevention"; support the Action for Peacekeeping initiative through tailored work
- Support the implementation of the New Way of Working between humanitarian and development actors at country level and follow-up on the 2018 Global Compacts on Refugees and Migration;
- Galvanize accelerated delivery of the SDG16+ targets for peaceful, just and inclusive societies ahead of the High-level Political Forum in 2019, providing a foundation to scale up in the 2020s.

Country/regional programs:

- Provide hard-hitting analysis on the DRC and wider Great Lakes region to inform national and international debates in the political, security, justice and development spheres;
- Promote better understanding between the US and China on shared interests in conflict prevention and stabilization, drawing on engagement in support of Afghanistan;
- Support local research on prevention, human rights and violent extremism in Tunisia and help lay the basis for an appropriate transitional justice approach in the medium term in Syria.

Across thematic and country programs:

- Promote better opportunities for country level prevention and peacebuilding, and ensure that country-level experiences and lessons inform international policy (see Box).

Improving impact through linking workstreams

Like the much larger organizations it works to support, such as the UN and the IFIs, CIC sometimes has its own silos, failing to exploit synergies between the peace and security and development programs, for example, or to adequately link its regional and country programs with all the global themes it supports.

Last year we started to carry out joint activities, and in 2018-20 we will explicitly create joint programs of research that link country and policy work across our different workstreams. While these will need to be flexible during the two-year period to take account of changing country opportunities, an indicative list for which we will plan and budget includes:

- *Using cross-pillar approaches and country lessons to input to UN reform.* We will use the link our different programs have with the Presidencies of the GA, ECOSOC and the HRC to support an event with all three presidencies on cross-pillar reform. We will also cooperate with the g7+ secretariat, building on our 2017-18 study on host nations views on UN peace and security reform, to gather wider examples from the field that support the on-going UN reform efforts in the three existing tracks (peace and security, development and management reform) as well as in human rights.

- *Accelerating SDG16 implementation in countries with peace operations.* A joint cooperation between our SDG and peace and security workstreams, this is likely to include work, pending government confirmation, to support Colombia, Mali and Iraq.

- *Supporting the implementation of* Pathways for Peace*.* The CIC Director and SDG Associate Director provided advice to this landmark UN-WB joint report on conflict prevention: we will work across the multilateral reform, peace and security, and SDG16 programs to support its implementation, including convening an informal multilateral-civil society follow up group.

- *Linking work on humanitarian crises with peacebuilding.* Although our program funding in the humanitarian area mainly focuses on humanitarian-development links, we will aim to include links with peacebuilding in field research in a number of countries, including Mali (an existing government request), Afghanistan (drawing on CIC's two decades of work in that country); and Somalia.

- *Drawing policy lessons from our analytical base in DRC.* This started with work last year on the UN peace operation, MONUSCO, which is relevant to the larger UN peace and security reform effort. In 2018 – 2020 we will, at a minimum, draw lessons from the innovative Kivu security tracker into our SDG 16 Pathfinders grand challenge on violence reduction; and analyze tools to effect political economy channels of prevention and peacebuilding.

Thematic programs

Multilateral reform

Since the appointment of Secretary-General Guterres, we have worked systematically to support his efforts to reform the United Nations. In 2016-17 this included the provision of several analytical notes to the transition team and the publication of a comprehensive analysis of the restructuring of the peace and security pillar which was used as a starting point by the internal review team for peace and security reform. In 2017-18, while we continued to support peace and security reform with a note on perspectives of host nations of peace operations on the reforms, we also deepened our analysis of the development system reform. We produced confidential studies on the regional UN system and peacebuilding and on the funding compact at the request of the Secretary-General's office, as well as assisting the office of the President of the General Assembly with consultations in advance of the High-level Meeting on Peacebuilding and Sustaining Peace.

For 2018-2020, we will undertake four priority activities to contribute to UN reform:

- Support to the Funding Compact
- Supporting cross-pillar approaches in the UN reforms, including the role of human rights
- UN-IFI collaboration on crisis prevention
- Gender Observatory

Support to the Funding Compact. CIC will provide independent analysis to support both UN leadership and donor partners, on request, in informal and formal dialogues on the proposed Funding Compact. While the form of the dialogue for the Funding Compact has not been decided, we expect that it will include a sequence of meetings both in New York and in capitals. Building on its analysis in 2017-18, CIC will analyze options to deepen and implement both the UN "offer" of measures and indicators and the donor "ask" of increased support through particular funding modalities.

Supporting cross-pillar approaches in the UN reform, including the role of human rights. In July 2018, CIC will support a meeting hosted by the Presidents of the General Assembly, Human Rights Council and ECOSOC to consider cross-pillar approaches to prevention, sustaining peace and supporting Agenda 2030. CIC will follow up on this dialogue with at least one other meeting during the year on the role of human rights in UN reform. In addition, CIC will draw from the program collaboration with the g7+ and the "SDG16 in countries with peace operations" programs described in the prevention and peacebuilding workstream to bring examples of cross-pillar collaboration in practice from the field to New York. We will continue to provide commentary through blogs, op-eds and outreach with journalists on the UN reforms. Our commentary aims to translate UN reform issues into the key political-level messages and issues at stake for a senior policy audience and the wider public.

UN-IFI collaboration. We will work, in partnership with the Stockholm International Peace Research Institute, to contribute to the implementation of the *Pathways for Peace* report on conflict prevention. As needed this may involve contributing to country level support and to thematic follow on research. We will also explore holding a retreat between the IMF, the UN and the WB on prevention, as a follow up to *Pathways for Peace* and to the IMF fiscal affairs department work in 2017 on their assistance in fragile and conflict-affected situations.

Gender observatory. In order to foster inclusion as a principal axis of the UN's prevention agenda, we will launch a Gender Observatory in collaboration with NYU's Center for Global Affairs whose goal is to support—and independently monitor—the Secretary-General's proposal on gender parity in the UN as part of the broader gender equality agenda. The initiative will include an online, real-time senior appointments tracker and dashboard, disaggregated by level, gender, and national origin, which provides data for the Observatory. The Observatory will work in collaboration with the EOSG, with a focus in the first year on the peace and security pillar.

Outcomes, outputs and target audiences: The outcome and impact of CIC's work on UN reform should be judged by specific contributions to reform proposals presented and examples of events and processes that contributed to member state support. CIC's target audiences and partners include: member states, the EOSG, and other senior officials inside the UN system. The main outputs that CIC will produce are shown in the table below.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *Initial measures in place in 2018 to contribute to the Funding Compact and a full compact in place by mid 2020 at the latest*	▪ CIC analysis provided to supportive financing states and EOSG ahead of 2019 commitments ▪ Initial analysis of options for dialogue on longer term funding compact ▪ Support provided for at least one EOSG or member state hosted meeting	▪ Completion of analysis of options for reform measures and funding modalities for longer term compact ▪ Support provided for at least one EOSG or member state hosted meeting
Outcome 2 *Strengthened role of cross-pillar action, particularly human rights, in UN leadership and member*	▪ Seminar hosted by presidencies of the GA, ECOSOC and HRC ▪ Seminar on role of human rights in supporting Agenda 2030 and in prevention and peacebuilding ▪ At least four pieces of independent commentary on UN reform and broader multilateral	▪ Follow up analysis and meeting on the role of human rights in supporting prevention, peacebuilding and Agenda 2030 ▪ At least four pieces of independent commentary on UN reform and broader multilateral cooperation produced with broad influence

state approaches on reform of the UN	cooperation produced with broad influence (press citations and/or member state and UN readership)	(press citations and/or member state and UN readership)
Outcome 3 *Closer collaboration in implementation at country level between the UN, WB and IMF in conflict prevention situations*	▪ Regular meetings (4-6) between UN, WB and independent advisors on Pathways for Peace implementation ▪ At least 2 good examples of joint action on prevention ▪ Retreat between IMF, UN and WB	▪ Regular meetings (4-6) between UN, WB and independent advisors on implementation ▪ At least 2 good examples of joint action on prevention ▪ Support to follow on activities involving the IMF identified in year 1
Outcome 4 *Support the Secretary-General's proposal on gender parity in the UN's peace and security pillar as part of the broader gender equality agenda*	▪ Events: 4 public events for the Gender Observatory ▪ Publications: 1 annual report assessing progress on parity in peace and security pillar for Gender Observatory; an online dashboard to facilitate exploration of changing demographics of UN senior leadership ▪ Other: ongoing data collection and analysis on senior appointments	▪ Events: Continued convenings to build out the Gender Observatory, potentially launching working groups on specific issues ▪ Publications: report assessing progress on parity in peace and security pillar for Gender Observatory ▪ Other: ongoing data collection and analysis on senior appointments

Humanitarian crises

Within this workstream, CIC will conduct two complementary programs in 2018-2020:

Humanitarian-Development-Peace Nexus. CIC is currently conducting an external review of the New Way of Working (NWoW) among humanitarian and development actors at country level. This focuses on evaluating how the main shifts in approach agreed at the World Humanitarian Summit – in particular the localization of humanitarian programs, additional support to host states and communities, a greater focus on anticipating crises before they occur, and more rigorous joint analysis, planning and programming to support collective outcomes – are being implemented at country level, and what sorts of actions might be needed to accelerate progress. The first phase of the review will end in calendar year 2018, having covered broad analysis of at least 10 countries and in-depth field research in 3 – likely to include Chad, Somalia, and Jordan. In 2019 and 2020 the Center will seek support to i) undertake 4-6 additional missions to specific countries; and to ii) continue its policy work within

donor and multilateral systems aimed at unblocking barriers to change and facilitating connections and knowledge-sharing. In addition, the Center will continue to broaden its focus to include the linkages and tensions between humanitarian action, development, and peacebuilding, with a particular focus on transitions.

Rights and Responsibilities within the Refugee Regime. Building on 2017 work with the Zolberg Institute to inform the Global Compact on Refugees (GCR), the Center will continue a joint program with Zolberg on implementation of GCR commitments. CIC's contributions will in particular focus on national ownership of humanitarian aid, in particular the opportunities and dilemmas involved in working through government systems. This will include considering the interplay between financing, macroeconomic policymaking, and refugee protection and will aim to generate a menu of bold but feasible options for enhancing fiscal space and rights protection in host states. CIC will also work with Zolberg and the expert group we co-convene to support the creation of multistakeholder platforms to address refugee-hosting situations, along with associated work on political levers to improve responsibility-sharing, funding, and indicators of success.

Outcomes, outputs and target audiences: The outcome and impact of CIC's work at the nexus of humanitarianism, development, and peace should be judged by the extent to which our efforts contribute to a new understanding of the linkages between protracted and recurrent crisis or conflict, on the one hand, and exclusion and inequitable development, on the other. CIC's target audiences and partners include: UNDP, OCHA, UNHCR, DPKO, PBSO, Member States, international NGOs, national NGOs, refugee-led organizations, and academics. The main outputs that CIC will produce are shown in the table below.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *More effective collective action to address both immediate humanitarian needs and sustainable development solutions for affected countries and communities, and a deeper understanding of the linkages and tensions between prevention, humanitarian action, and peacebuilding.*	▪ 2-3 country-level missions to identify opportunities, challenges, and good practices related to humanitarian-development-peace cooperation in fragile and conflict-affected countries; ▪ Reporting on the New Way of Working and related Grand Bargain commitments; ▪ 2 concise papers or briefs that identify barriers and enablers to more effective action from (i) within the UN system; (ii) donors and hosting states.	▪ 2-3 country visits, including at least one follow-up visit; ▪ Ongoing and on-demand policy support (including in-country) to UNCTs, host governments, and others; ▪ Update policy brief and engagement in relevant policy and academic processes and initiatives;

Outcome 2 Progress in implementing the Global Compact on Refugee commitments (with the Zolberg institute)	▪ Support to the establishment of the Global refugee forum and related policy processes; ▪ Development of indicators for GCR commitments and collective outcomes that help focus and measure results for both humanitarian and development actors.	▪ Analysis of the prospects and dynamics inherent in a shift toward national ownership of planning and implementation in refugee-hosting situations under the GCR; ▪ Assistance to at least 3 country level Support Platforms ▪ Methodologies for measuring host state burdens and benefits.

Peace and security

The peace and security program provides innovative, policy-relevant, and real-time evidence and arguments for advancing the chances for sustainable peace. The program's approach and comparative advantage lies in three areas: developing evidence and data on prevention, peace operations, and the women, peace, and security agenda for use by national and international actors; expanding approaches to prevention and peacebuilding, particularly for international actors; and leveraging links between CIC's other country program and thematic work to bring fresh perspectives on prevention and peace operations to policy-level discussions. This workstream is closely linked to the multilateral reform program and to the Pathfinders for Peaceful, Just, and Inclusive Societies, and staff will work across streams as relevant.

Objectives for the next two years focus on two issues: strengthening national approaches to prevention and peacebuilding, and fostering more innovative approaches to peace operations at the UN.

Taking the fear out of prevention. In line with the UN-World Bank report, *Pathways for Peace*, and the sustaining peace agenda, CIC will pursue initiatives aimed at strengthening national approaches to prevention and peacebuilding.

We will undertake country-level engagement and research to demonstrate inclusive, nationally owned, and practical approaches to prevention, with the aim of "taking the fear" out of prevention for states that are skeptical. The research will engage with two key constituencies: Key member states, to document their past and current approaches to prevention, as part of an effort to "take the fear out of prevention" among member states; and the Pathfinder countries who request assistance in implementing SDG16. Field missions will be undertaken in cooperation with national governments and UN actors; opportunities to engage World Bank staff will also be integrated as much as possible.

In all cases, the country-level engagement and research will result in policy briefs and seminars that will feed findings back into discussions in New York, in order to provide practical evidence of nationally owned approaches

that can be integrated into policy discussions on ongoing UN reforms. Country-level engagement will also feed into a larger investigation to explore unanswered questions from the *Pathways for Peace* report, much of which will be done in collaboration with the Pathfinders initiative and the multilateral reform program. Working with member states, CIC will develop seminar discussions meant to catalyze forward movement on some of these unanswered questions. Examples include: the role of development interventions in addressing horizontal inequalities as a driver of conflict; successful examples of nationally driven prevention, with a focus on reforms of security and justice institutions; examining "what works" in terms of local grievance mechanisms.

Innovative approaches for peace operations: drawing the links. Part of our work will focus on drawing the links between peace operations and larger agendas from which they have so far been somewhat siloed, including the prevention and sustaining peace agendas, as well as Agenda 2030.

To achieve this, we will conduct field research aimed specifically at peace operations settings. In collaboration with the Pathfinders initiative, we will use field visits to develop a set of practical ideas on how SDG16+ can be leveraged to support not only national government objectives but also peace operation mandates, in particular during mission transitions. These will be timed to influence relevant policy and decision-making moments, including strategic reviews of special political and peacekeeping missions, donor meetings, and UN reform processes. The program will also work with the g7+ to harvest national perspectives on peace operations transitions, with a focus on the political challenges during transitional periods. This research will complement (from the national political angle) ongoing research within the UN that aims to improve the way that the UN handles "transitions" in peace operations, as well as support the Action for Peacekeeping initiative.

Working with the UN, CIC will develop practical guidance on emerging tools that may be useful to senior mediators navigating the challenges of current conflicts (as described in *Pathways for Peace*); such tools include deeper engagement with IFIs, leveraging the UN's peacebuilding architecture, and embracing a mediation space that is more crowded with actors today than it has been in the past.

CIC will also continue to use its updated data sets to drive policy analysis on peace operations at the UN; over the past year, CIC has created new data sets on peace operations budgets and expenditures, which are now ready for exploration in a very contested budgetary environment. The next theme of the annual review of peace operations will focus on issues such as budgetary analysis and trends, and strategic and operational links to prevention and sustaining peace.

Small exploratory projects. The program will undertake small but potentially high-impact, exploratory initiatives over the next twelve months, to gauge opportunities for future commitments. These include projects on innovative financing for peacebuilding and new approaches to using technology for peace.

Outcomes, outputs and target audiences: The outcome and impact of CIC's work on peace and security should be judged by the extent to which member state support for cross-pillar prevention grows in terms of public

statements and position-taking, as well as the proportion of countries engaged by the project that embed cross-pillar prevention in their national plans or other policies, with UN support. Additionally, CIC's target audiences and partners are mainly policy-level actors in UN member states, UN entities working in and with the peace and security architecture; and other multilaterals like the World Bank and regional organizations. The main outputs that CIC will produce are shown in the table below.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 Strengthening national approaches to prevention and peacebuilding	▪ Country missions: 3 country missions to explore national, cross-pillar approaches to prevention ▪ Publications: 6 policy briefs on national, cross-pillar approaches to prevention ▪ Events: 1 high-level event on cross-pillar approaches to prevention; 6 member state briefings on national, cross-pillar approaches to prevention ▪ Execution of communications strategy, piggy backing on member state briefings and including blog posts and social media, to "take the fear out of prevention"; inviting national partners to launch their own comms campaigns to "take the fear out of prevention"	▪ Country missions: 5 country missions to explore: SDG16+/peace operations linkages (3); and g7+ host nations perspectives on peace operations (2) ▪ Publications: 2 policy briefs on SDG16+/peace operations linkages; 1 final report on g7+ host nations perspectives ▪ Events: Continued member state briefings on national, cross-pillar approaches to prevention ▪ Continued execution of communications strategy, piggy backing on member state briefings and including blog posts and social media, to "take the fear out of prevention"; continuing to encourage national partners to launch their own comms campaigns to "take the fear out of prevention"
Outcome 2 Strengthening UN approaches to peace operations	▪ Country missions: 4 country missions to explore SDG16+/peace operations linkages (2); and g7+ host nations perspectives on peace operations (2) ▪ Events: UN workshops on mediation toolbox; 1 high-level event on g7+ host nations perspectives; 1	▪ Country missions: 5 country missions to explore: SDG16+/peace operations linkages (3); and g7+ host nations perspectives on peace operations (2) ▪ Events: 1 high-level event on g7+ host nations perspectives; 1 launch event for GPOR Year in Review

	launch event for GPOR Year in Review ▪ Publications: 1 practical policy report on mediation toolbox; 1 GPOR Year in Review publication; 2 policy briefs on links between SDG16 and peace operations; 1 paper on g7+ perspectives on peace operations ▪ Ongoing data collection and analysis on peace operations	▪ Publications: 1 GPOR Year in Review publication; 2 policy briefs on links between SDG16 and peace operations; 1 final report on g7+ perspectives on peace operations ▪ Ongoing data collection and analysis on peace operations

Development and peace: The Pathfinders for Peaceful, Just and Inclusive Societies

The Pathfinders for Peaceful, Just and Inclusive Societies is a multi-stakeholder partnership for implementation of the SDG targets for peaceful, just and inclusive societies (SDG16+). The partnership was designed and launched by CIC, and we now provide its secretariat. It is the primary focus of our development program and is strongly linked to our work on prevention.

The Pathfinders are convened by the governments of Brazil, Sierra Leone, and Switzerland. The group is a 'docking station' for UN member states, international organizations, global partnerships and other partners. In 2017, we launched the Roadmap for Peaceful, Just and Inclusive Societies "as a first guide for those who are working on implementation." The Pathfinders now acts as an action platform to take the roadmap forward. The program has three principal components, which are agreed in the final section of the roadmap and described below.

National delivery. Use the roadmap to support national ambition, coherence, innovation, results, and reporting. The Roadmap lays out nine areas of catalytic action where we have good evidence on what works and need to help societies adapt it to their own context and implement. In the national delivery component, CIC will work with other partners to field missions to support national authorities and civil society to accelerate progress. Partners in national delivery will include the UN through RC offices and the Global Alliance, and the World Bank; as well as bilateral partners, regional development banks and civil society. CIC has completed missions to Ethiopia and [Sierra Leone; June]: potential country engagements in the coming year include Mali, Somalia, Colombia, Tunisia and Iraq.

International delivery. Build on the roadmap to strengthen strategies, momentum, and political will at international and regional levels. This component of the program will include the central events that Pathfinders convenes to promote and use the Roadmap and to demonstrate progress, at the UN General Assembly, the High Level Political Forum (HLPF) and IFI meetings amongst others. It also includes support to and liaison with other international partnerships who "dock" into Pathfinders, such as the violence against children partnership and the UN Global Alliance. In 2018-2020 Pathfinders will implement a common plan with the Global Alliance and the SDG16+ Forum to build advocacy around the HLPF and Summit in 2019 when SDG16 will be a theme, and the HLPF in 2020 which is an opportunity to launch commitment platforms for the last decade of the SDGs.

Grand challenges. Shape a global debate using grand challenges on justice, equality and inclusion, and violence prevention. The grand challenges are in three areas where indicators of progress are going forward rather than backwards and we lack political consensus on what to do. These are the violence reduction goal (16.1); access to justice (16.3); and equality and inclusive institutions (16.6-7 and associated targets in goal 10). CIC already supports a high-level task force on Access to Justice chaired by Argentina, the Netherlands and Sierra Leone which will deliver in 2019, and will launch over 2018-20 policy and movement-building exercises for violence reduction and equality/inclusion.

Outcomes, outputs, target audiences: Each of the three outcomes of the Pathfinders program contributes to greater implementation of SDG16+:

Our work on national delivery will ensure that a growing number of pathfinder countries can demonstrate tangible progress on the ground in implementing SDG16+.

Our support for international delivery will assist international and regional partners to increase support for implementation of elements of the roadmap.

The grand challenges will increase political will and strengthen the evidence base of strategies for access to justice, violence prevention and equality/inclusion.

Collectively, the outcomes will mobilize further actions to accelerate implementation during the period covered by this workplan, with the HLPFs in 2019 focusing attention on the need for more ambitious action. This will increase the likelihood that measurable impact can be demonstrated against the targets in pathfinder countries by the end of the 2030 Agenda's second four-year cycle in 2023.

To deliver our outcomes over the next two years, our primary engagement is with approximately 500 named influencers from governments of pathfinder countries (in New York, capitals, and other international centers); governments from potential pathfinder countries; UN, World Bank, and other international organizations; regional organizations; global partnerships working on SDG16+; civil society networks and major civil society organizations; private sector networks, and think tanks and researchers. Through this primary audience, we reach

a larger secondary audience of policymakers, funders, and implementers from multiple sectors who work on an aspect of the SDG16+ targets.[2]

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *National delivery:* Use the roadmap to increase national ambition, coherence, innovation, and reporting.	<u>Focus on national implementation and results</u> ▪ Analytical tool, based on the roadmap, to review and strengthen national sustainable development strategies and plans ▪ At least 4 missions to existing or potential pathfinder countries, with a focus on least developed and conflict-affected countries while continuing to demonstrate universality. Missions produce clear nationally-owned follow up with international support ▪ Support the Global Alliance to strengthen reporting at HLPF 2018 <u>Learning and cooperation between pathfinders</u> ▪ Event and/or publication on national lessons and best practices	<u>Focus on national implementation and results</u> ▪ At least 4 missions to existing or potential pathfinder countries, with a focus on least developed and conflict-affected countries while continuing to demonstrate universality. Missions produce clear nationally-owned follow up with international support ▪ Ongoing follow-up with countries – connecting policymakers to partnerships, expertise, evidence, etc., as appropriate. ▪ Support the Global Alliance to strengthen reporting at HLPF 2019 <u>Learning and cooperation between pathfinders</u> ▪ Ongoing sharing of experiences between countries ▪ Joint SDG16+ report with the Global Alliance published at the HLPF 2019

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[2] The CIC Workplan is supplemented by the Pathfinders Program Document and Engagement Strategy. These are available on request.

Outcome 2	Use, promote and update the roadmap	Use, promote and update the roadmap
International delivery: build on the roadmap to strengthen strategies, momentum, and political will at international and regional levels.	▪ Present the roadmap at international and regional meetings, contributing to the debate on SDG16+ delivery ▪ Actively engage with international organizations, civil society, private sector, and other global partnerships ▪ With the Global Alliance and 16+ Forum, convene a group to prepare for the HLPF and Summits Support international and regional partners to deliver elements of the roadmap ▪ With the Global Partnership to End Violence against Children, convene a group to build on the Solutions Summit to End Violence against Children, and to strengthen strategies for implementation of SDG16.2 and related targets ▪ Strengthen the link between the international frameworks for violence against women and against children ▪ Explore the potential to convene partners to strengthen strategies and action plans for other priorities such as safe cities or corruption ▪ Convene funders to explore financing strategies ▪ HLPF 2018 partnerships event	▪ Prepare an updated version of the roadmap for HLPF 2019 ▪ Contribute to the thematic review of SDG16+ at the HLPF 2019 ▪ Coordinate a series of side events to showcase progress and future commitments on SDG16+ at the HLPFs in July and September 2019 ▪ Launch a registry for voluntary commitments on SDG16+ as part of the UN Partnership for the SDGs Global Registry for Voluntary Commitments and Multi-Stakeholder Partnerships. Explore the potential for a commitments conference on SDG16+ in 2020 Support international and regional partners to deliver elements of the roadmap ▪ Continue support provided in year 1, according to demand ▪ Analyze need for enhanced support for neglected areas of the roadmap ▪ Increase focus on financing SDG16+ ▪ Bring together major SDG16+ delivery platforms to support commitments made at HLPF 2019

Outcome 3 *Grand challenges*: shape a global debate using grand challenges on justice, equality and inclusion, and violence prevention	Task Force on Justice	
	- Support Task Force led by the ministers of justice from Argentina, Sierra Leone, the Netherlands, and the Elders - Complete a new analysis of the 'justice gap' working with major data partners (World Justice Project, HiiL, UNODC, World Bank, OECD etc.) - Publish a 'case for investment' in justice, with analysis completed by the OECD, World Bank and other partners - Run Task Force meetings in Freetown and The Hague as part of events that mobilize justice partners, finalizing a flagship report - Publish a sub-report on justice for women, from a ministerial-level working group led by IDLO and UN Women - Promote the work of the Task Force at a series of major events, including a Head of State/ministerial event to mark the 10th anniversary of the Commission on the Legal Empowerment of the Poor - Publish final task force report, including the justice gap, the case for investment, what works (in overall access to justice; special issues such as transitional justice and justice for children), and financing and implementation issues. - Launch the Task Force report at a series of regional events	- Present implementation and financing commitments at the HLPF and summit in 2019. - Convene a working group that will develop implementation and financing commitments that build on the recommendations of the Task Force. - Continued dissemination of the findings and recommendations of the Task Force. - Continue to support the Elders new four-year initiative on justice

<u>Movement to Halve Global Violence</u>

▪ Finalize a challenge paper on SDG16.1 – highlighting the target's untapped potential to drive more ambition and integrated approaches to prevention ▪ Map prevention approaches across five domains (conflict; criminal/urban; interpersonal, including women and children; violent extremism; human rights abuses and mass atrocities) ▪ Convene an expert group to agree strategies for halving violence, building on instinct for life campaign and others ▪ Develop options for broader global and regional movements for SDG16.1 ▪ Undertake a series of roundtables and hold a major event at Geneva Peace Week 2018	TBC: Possible launch of forward plan at Geneva Peace Week in 2019, with focus on accelerating reductions in violence in the 2020s

<u>Inequality and inclusion</u>

▪ Hold side event at HLPF 2018, co-hosted with Sweden, on inclusion and inequality ▪ Prepare challenge paper on priorities for increasing equality and social, economic, and political inclusion, and engagement strategy for grand challenge ▪ Convene retreat to identify political, program and policy solutions that merit more research and finalise scope of future work ▪ Produce technical and political papers on at least two policy priorities.	▪ Produce technical and political papers on at least six additional policy priorities ▪ Write short policy briefs summarizing research on solutions ▪ Convene three closed meetings and three public events to discuss research on solutions ▪ Refine engagement strategy to ensure impact of final ideas and recommendations ▪ Attend meetings convened by others working on these issues to develop ideas and alliances

	- Make recommendations on formation of commission/sponsors group, or other format - Support the PGA's high-level thematic debate on inclusive development and inequality (related to SDG10) ahead of HLPF in 2019	

Regional and country programs

Democratic Republic of Congo (DRC)

The Congo Research Group (CRG) at CIC promotes the resolution of violent conflict in the Democratic Republic of the Congo through investigative research, opinion pieces, and policy analysis. CRG undertakes investigative research on the political economy, armed violence, and the elections. In the past, we have published an authoritative investigation into the wealth of the Kabila family, a series of national public opinion polls, and a website that comprehensively maps armed groups and violent incidents in the eastern Congo. CRG's focus in 2018-2020 will remain on conflict dynamics in the run-up to local and national elections through the three programs described below.

Reducing violence during elections. The Congo is immersed in political turmoil due to the battle over President Joseph Kabila's succession. He was supposed to step down after his second term in 2016, but has delayed elections until at least the end of 2018. The electoral process could mark the deepening of democratic accountability—past elections have thrown out a majority of parliamentarians, for example, and polling reveals high levels of democratic engagement—or fatally compromise the nascent institutions. CRG is trying to infuse the process with local voices, working with the local BERCI polling institute to understand what voters' perceptions of the process and policy priorities are. CRG will also work with local new organizations to provide a broader coverage of elections down to the provincial level (no news organization currently covers the entire country) and to hold a series of town hall meetings leading up to elections.

Innovative ways to monitor and analyze violence. The complexity of the Congolese conflict can also stymie policymakers. There are over 130 armed groups active in the two Kivu provinces alone, and the Congolese security services themselves are fragmented and often involved as much in furthering conflict as suppressing it. CRG's work is dedicated to distilling this complexity, highlighting the most important policy interventions, and bringing to light new information about the opaque military networks in the region. Our Kivu Security Tracker (KST) – which we manage together with Human Rights Watch – provides a web-based, regularly updated mapping of

armed groups and violent incidents in North and South Kivu provinces through a network of dedicated focal points. This is supplemented with investigative reports and profiles of armed groups in Ituri, Kasai, and Kivu provinces.

Political economy and peacebuilding. The Congolese economy has had a deep impact on the peace process in the country since its reunification in 2003. The economy has tripled in size as most of the country's industrial mining and oil concessions have been privatized. This has dramatically enriched the political elites, who have used these resources to fuel patronage networks and entrench their stay in power. At the same time, artisanal mining and a variety of other natural resources—ranging from charcoal to poaching and even kidnapping—have fueled armed group activity in the eastern Congo. CRG is examining both the national and the local impacts of shifts in the political economy, with reports on investments in the hydroelectric sector, cobalt mining, and elite corruption.

Outcomes, outputs, target audiences: The outcome and impact of CRG's work should be judged by the number of people reached in the Congo and abroad and the impact on policy discussions. CRG's target audiences are the broader Congolese public, the Congolese government, the United Nations, and the international diplomatic community; CRG's partners include BERCI (a Congolese polling institute), Actualité.cd (a Congolese news website), and Congo Nouveau (a Congolese research group). The main outputs that CRG will produce are shown in the table below.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *Innovative ways to monitor and analyze violence*	Kivu Security Tracker ▪ Maintain site ▪ Publish monthly report, 12 situation reports, blog posts, and biannual summaries and maps	Kivu Security Tracker ▪ Maintain site ▪ Publish monthly report, 12 situation reports, blog posts, and biannual summaries and maps
Outcome 2 *Reducing Violence during the Elections*	Elections ▪ Website together with Actualité.cd on elections ▪ Factchecker related to the elections ▪ 4 reports on elections: Violence in Ituri, the stakes of local elections, regional involvement in elections, and	Elections ▪ Website together with Actualité.cd on elections ▪ Factchecker related to the elections ▪ 1 report on elections: Dynamics of violence in eastern Congo ▪ 1 poll with BERCI

	assessment of electoral process ▪ Organization of 3 election townhalls ▪ 2 polls with BERCI	
Outcome 3 *Political economy and peacebuilding*	<u>Mwangaza II</u> ▪ Investigation into cobalt supply chain ▪ Analytical report into South African and Chinese policy <u>Corruption</u> ▪ Investigation into Congolese political elites (with website) ▪ Investigation into land linked to the Kabila family	

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 2018-20 APRP plans to focus on the regional dimension of cooperation in Afghanistan and the US role:

US-China dialogues. APRP will continue the US-China dialogues in bilateral and possible trilateral formats (which may include India and the EU). The role of India, especially from the economic sustainability of Afghanistan aspect, has become vital. India is trying to connect to Afghanistan and Central Asia through Chabahar port in Iran. India and China have also informally agreed to cooperate on rehabilitation of Afghanistan.

National reconciliation. APRP also plans to conduct a follow-up workshop on the history of peacemaking in Afghanistan. This has a policy goal of fostering the new thinking at play both domestically and internationally on approaches to national reconciliation. Depending on the demand domestically this may be expanded into a program of support and advice.

Outcomes, outputs, target audiences: The outcome and impact of APRP's work should be judged by the continuation of the aforementioned dialogues as well as the reach of the analysis and policy recommendations produced as a result of the dialogues. US-China relations in some respects such as trade and cyber security, have been affected. US-Russia relations have been damaged by recent diplomatic drawdown on both sides. US-Iran relations is again at its lowest with the White House pulling out of the Joint Comprehensive Plan of Action (JCPoA), which may also affect US-India and US-EU relations. Now more than ever there is a need for objective analysis of geopolitical issues with a focus on converging interests in Afghanistan, which has suffered from conflict for decades. These dialogues hope to facilitate scholarly lines of communications between respective countries. Through frank discussions and dialogue the project hopes to produce policy recommendations that can create an environment of cooperation among great, emerging and regional powers on the question of Afghanistan.

APRP's target audiences may include policymakers in Beijing, Washington DC, New Delhi, Moscow, Kabul and the EU. On the US-China dialogue, APRP will mainly work with the China Institute on International Studies (CIIS) and China Institute on Contemporary International Relations (CICIR). On the US-Russia dialogue, APRP will work with Russia's Institute of Oriental Studies. APRP's main US partners will include the United States Institute of Peace (USIP), School of International Affairs Studies (SAIS) at George Town University, and the EastWest Institute. APRP is also reaching out to partner think tanks in India and Europe.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *US-China Dialogue held, and relevant policy recommendation and analysis disseminated among relevant Chinese and American policy makers.*	▪ A US-China track two dialogue	▪ A US-China+(India) track two dialogue
Outcome 2 *A workshop is held in which scholars and officials from Afghanistan, China, Norway and the US participate and a historical analysis of peace process in Afghanistan is produced and shared with relevant stakeholders.*	▪ A workshop on the history of peacemaking in Afghanistan	

Tunisia and Syria

CIC has a small program of work in Tunisia and Syria to improve the understanding of peace and security development and human rights interactions in the region.

Together with other partners CIC is proposing to:

Increase knowledge and enhance coordination in tackling VE in Tunisia. Encourage mixed methodology field research in selected countries in the MENA region. This will begin in 2018 with a research competition in Tunisia and possibly extend to other countries (e.g. Morocco, Jordan and/or Lebanon) where such work is possible but until now limited information has been publicly available on root causes and on governmental and civil society approaches to address VE. Research will in particular focus on two areas: (i) Research into grievances that are driving recruitment to violent extremism in different contexts and geographic areas within the country; (ii) Success or otherwise of development, justice and ROL policies and efforts that have been undertaken by state and other actors to counter or prevent radicalization and recruitment. Findings will be shared within Tunisia and in the broader MENA region, fostering better comparative analysis and strengthening the network of regional researchers. Research findings will be used to catalyze discussions between researchers, civil society actors and the Tunisian Counter Terrorism Commission to enhance better understanding of the challenges and enhance coordination and improve effectiveness of overall response to VE.

Improved justice outcomes for survivors in Syria. Building synergies in support of CIC's Senior Fellow, who is a Member of the Commission of Inquiry, CIC is proposing to examine how human rights documentation efforts that have been underway since the beginning of the conflict in Syria are being used effectively to investigate and help obtain a broader form of justice for victims and survivors that includes but goes beyond the narrow focus on criminal accountability. The study will examine justice needs along the following tracks: accountability, truth, legal reform, displacement, and reparations. CIC will seek to compare Syrians' experience in the above areas with those of selected countries who have experienced transitions both within the MENA in the region and in other regions and where similar challenges have arisen and to learn lessons that may help increase effectiveness. CIC will propose concrete recommendations through five short policy documents that will identify strengths and weaknesses of ongoing efforts to achieve justice for victims and survivors.

Outcomes, outputs, target audiences: The outcome and impact of CIC's work in Tunisia should be judged by a measurable growth in field research on VE and the extent to which that research is used by or impacts policies of the relevant state institutions including Tunisian Counter Terrorism Commission (CTC); a measurable increase in the involvement of Tunisian researchers and their work in international policy debates on C/PVE. CIC's target audiences and partners include: La commission Nationale de la Lutte Contre le Terrorisme, Centre Arabe des Recherches et Études en Politiques, UN Country Office and Agencies, and Ministries of Constitutional bodies, civil society & human rights; Education, Women, families and children; Youth and Education. The outcome and impact

of CIC's work on Syria should be judged by the extent to which we can measure: tangible steps that reflect a shift in focus in international policy discussions and in donor actions from the present narrow focus on criminal accountability to one that puts justice needs of survivors first; and the uptake by Syrian and international other human rights documentation efforts of the recommendations arising from the study, expert meetings and policy papers. CIC's target audiences and partners include: Syrian human rights documentation groups and victim groups, the UN Commission of Inquiry, the IIIM, the UN Special Envoy for Syria, relevant UN agencies, parties to the negotiations, international donors, and member states.

With respect to the work on human rights documentation efforts in Syria, the outcome and impact of CIC's work should be judged by the extent to which we can measure: tangible steps that reflect a shift in focus in international policy discussions and in donor actions from the present narrow focus on criminal accountability to one that puts justice needs of survivors first; insertion of needs of victims/survivors in the processes aiming to achieve a political settlement and justice-sensitive initiatives; and the uptake by Syrian and international other human rights documentation efforts of the recommendations arising from the study, expert meeting and policy papers. CIC's target audiences and partners include: Syria human rights documentation groups and victim groups, the UN Commission of Inquiry, the IIIM, the UN Special Envoy for Syria, relevant UN agencies, parties to the negotiations, international donors, and member states.

Relevant outcome	Outputs Year 1: 2018-2019	Outputs Year 2: 2019-2020
Outcome 1 *Increase knowledge and enhance coordination in tackling VE*	▪ Three field research projects conducted in different contexts and geographic areas ▪ Focus groups/workshops involving national and international policy makers	▪ Policy papers published utilizing field research (3) ▪ Tunisian counter-terrorism approaches include some of the findings in its strategic planning/policy formulations
Outcome 2 *Improved justice outcomes for survivors in Syria*	▪ Two policy papers ▪ One expert meeting	▪ Three policy papers ▪ One expert meeting

Risks and risk mitigation

CIC's programs, staff and budget are growing: the main risk we identify organisation-wide is to adapt internal systems and capacities to ensure that this growth can be delivered in a timely and effective manner, maintaining high staff morale, strong fiduciary controls and timely monitoring and reporting. CIC has already significantly strengthened its planning, budgeting and results monitoring systems. During FY18-20 the organisation will undertake a number of actions to build on this:

- Continue to work closely with NYU legal and fiduciary departments who provide support in these areas
- Increase staff training in both procedural and substantive areas such as analytical approaches, project technical and financial reporting and fiduciary and time reporting procedures
- Recruit additional financial staff
- Develop and implement proactive communication and engagement strategies for all programs
- Strengthened shared filing and record systems

Annex 1: Progress to date and results FY2017-18

Key outcomes in FY2017-18 together with the CIC activities and products that supported them include:

UN reform

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Linkage of three reform tracks	- On demand analysis for EOSG and the PBSO in advance of and following the 2018 Sustaining Peace report - Successful EOSG-member state retreat on prevention and sustaining peace - Policy note on the relationship between Prevention, Sustaining Peace and Agenda 2030	Completed: - Analysis provided to PBSO on financing options - Policy note on relationship between prevention, sustaining peace and Agenda 2030 published in December 2017. Adapted: - Instead of a full member state retreat, which EOSG did not wish to hold, CIC supported the PGA's office with consultations before the Sustaining Peace Summit; and held an event highlighting successful country and regional examples of prevention and sustaining peace.
Successful Peace and Security reform	- On demand analysis to support the preferred restructuring options identified by the Internal Review Team - Retreat with member states on the Secretary General's proposals	Completed: - CIC briefed the Internal Review Team and its paper on restructuring options was part of the team's starting point. - CIC Director was asked to participate in a 5-person senior group to provide feedback on the Internal Review Team proposals before options were finalized. - Supported a retreat in November 2017 as planned by the Secretary General and over twenty senior UN officials, and over 50 PRs or DPRs - Both the EOSG and member states confirm that this informal discussion assisted in providing support for the Secretary-General's proposals
Successful development	Policy commentary on development system reforms published following	Completed: Commentary "The SG's report on UN Development System reform – 5 key ideas and 5 questions" publishing in September 2017.

	June and December 2017 reports	Additional:
system reform		▪ At the request of EOSG, a comprehensive analysis of funding compact agreements in other multilaterals was completed. This and other confidential analysis fed into the SG's December report.
		Adapted:
		▪ Because CIC had fed into the December report at EOSG's request we did not produce independent commentary.
Successful management reform	Policy commentary on management proposals produced on an on-going basis Strategic analysis note on the regular budget	Completed: ▪ Commentary "UN Management Reform in the Making: Four Strong Points and Two Challenges" published in September 2017. Adapted: ▪ Instead of the budget analysis note, analysis of the development system reform funding compact was delivered (see above); this was considered by EOSG to be higher priority.

Humanitarian and development linkages

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Better development outcomes for populations affected by humanitarian crises	▪ Independent stock-take of the new ways of working at country level completed ▪ Meetings with target audiences completed on recommendations to strengthen implementation	Underway: ▪ Undertaking the NWoW review, which began in February 2018 is due to be completed by 31 December 2018. ▪ Meetings with target audiences will follow completion. Additional: ▪ Co-producing a graphic booklet of spatial analyses and policy recommendations to examine connections between the spatial presence of peace operations and social, developmental, and humanitarian impacts. ▪ Seminar of member states and UN on humanitarian-peace operations spatial nexus.

Substantive, evidence-driven compacts agreed on Refugees and Migration in 2018	▪ Expert meeting in Fall 2017 at which key UN agencies will participate ▪ Two or three short analytical papers on policy issues, blogs, op-eds	Completed: ▪ As part of Experts Initiative, co-convened Experts meetings on the GCR in October 2017 and March 2018 that brought together a range of participants, including senior UN and World Bank officials, prominent academics, and NGOs. ▪ Co-produced a set of Conclusions and a background paper, both of which have been used to engage policymakers. Several of the group's recommendations, including for a Global Platform, appear in the draft GCR. Underway: ▪ CIC Director member of World Refugee Council Additional: ▪ Co-authored book on the evolution of refugee protection

Prevention and peacebuilding

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
To improve strategies (and long-term outcomes) for prevention and sustaining peace at country level	▪ Two reports with the g7+ on country level lessons learned ▪ Annual data and on-going commentary on the Global Peace Operations review website; strategy by end FY17-18 for long term future of GPOR ▪ Written inputs and events contributing to successful completion and dissemination of UN-WB prevention study ▪ Contributions to inform the	Completed: ▪ One report with the g7+ on country-level lessons learned and perspective on UN reforms ▪ Global Peace Operations Annual Year in Review 2018 launched, with new analysis and data; strategy for long-term future of GPOR, ▪ Written inputs and participation in high-level launch events contributing to successful completion and dissemination of UN-WB prevention study ▪ Contributions to inform the Secretary-General's report on Sustaining Peace: Two widely read commentaries relevant to peacebuilding and UN reform initiatives: the SG's gender parity strategy and the SG's sustaining peace report; one policy brief on innovative financing for peacebuilding; inputs to the President of the General Assembly's outreach strategy ahead of the High-level Meeting on Peacebuilding and Sustaining Peace (HLM), as well as Ministerial-level event at the HLM highlighting with SDG16+ and interlinkages of national, regional, and international levels

		Secretary General's Report on Sustaining Peace, drawing on UN reform work and country cases	Additional:
		▪ Potential follow on member state retreat on prevention, UN reform and sustaining peace	▪ Contribution to improved strategic approaches within the UN: One report making forward-looking recommendations to improve the UN Global Focal Point Arrangement for Police, Justice and Corrections
		▪ Research for policy-oriented outputs on host nations' perspectives on peace operations	▪ Continued engagement through an informal group to push forward implementation of the Pathways report, including the UN, the World Bank, OECD, and others.
		▪ 3-4 country-level platforms created for implementing SDG16 in countries with peace operations	▪ Contributions on partnership approaches to sustaining peace, through three reports published by partner ISS on regional approaches to peacebuilding in Liberia and South Sudan; successful meetings in New York on Liberia transition in the sustaining peace framework for New York policy audience, as well as in Liberia for national government, regional actors, UN, etc.

Additional:

▪ Contribution to improved strategic approaches within the UN: One report making forward-looking recommendations to improve the UN Global Focal Point Arrangement for Police, Justice and Corrections

▪ Continued engagement through an informal group to push forward implementation of the Pathways report, including the UN, the World Bank, OECD, and others.

▪ Contributions on partnership approaches to sustaining peace, through three reports published by partner ISS on regional approaches to peacebuilding in Liberia and South Sudan; successful meetings in New York on Liberia transition in the sustaining peace framework for New York policy audience, as well as in Liberia for national government, regional actors, UN, etc.

Adapted:

▪ 3-4 country level platforms for implementing SDG16+ in countries with peace operations (we expect this to begin in our next financial year, pending funding.

▪ 2nd report for g7+ will be undertaken in next financial year

Discontinued:

▪ Potential follow on member state retreat (this was not seen as necessary at this time)

Sustainable development and peaceful societies

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Roadmap launched and Pathfinders strengthened	▪ Presentation of Roadmap at HLPF session in July 2017, with a formal launch during the High level week of UNGA in September 2017 ▪ Formalize structure and governance of the Pathfinders action platform and gain increased commitment from countries and organizations	Completed: ▪ Successful launch of Roadmap at a side event to UNGA72 in September 2017, with a total of 24 countries signed up as Pathfinders. ▪ High-level consultation on the Roadmap, a side event to HLPF 2017 ▪ Options for the Future of the Pathfinders Initiative, paper prepared for the Pathfinders co-conveners ▪ Additional: ▪ Presentations at UNICEF End Violence Against Children Workshop, Alliance 8.7 retreat, UNICEF Annual Child Protection Regional Advisers' Meeting, and briefing at African Union. Underway: ▪ Work continues on structure of the Pathfinders along with discussions with the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies on shared workplans
Roadmap supports national ambition, coherence, innovation, results, and reporting	National implementation ▪ Analytical tool based on the roadmap, to inform and support national sustainable development strategies and plans ▪ Missions to existing or new pathfinder countries, and ongoing support and follow up with countries Learning and cooperation ▪ Document national lessons and best practices, and publish report on	Completed: ▪ Mission to Ethiopia and Sierra Leone completed. ▪ Publication of background paper on Somalia. Underway: ▪ Preparations for missions to Somalia ▪ Support provided to Global Alliance (shared plan) Adapted: ▪ Report on national lessons will be rolled into the planned report on SDG16+, for publication at the HLPF in July 2019.

	national leadership at the HLPF 2018 ▪ Develop relationships between countries to share experience ▪ Support the Global Alliance on Reporting Progress on Promoting Peaceful, Just and Inclusive Societies to strengthen reporting at HLPF 2018 and HLPF 2019	
Roadmap strengthens strategies and momentum at international and regional levels	<u>Promote and update roadmap</u> ▪ Actively engage and build links with organizations across all sectors, and convene informal UN support group ▪ Present roadmap at international and regional meetings, and engage political champions ▪ Support partner campaigns ▪ Progress report for HLPF 2018, with version 2 of the Roadmap for HLPF 2019	<u>Completed:</u> ▪ Pathfinders initiative and roadmap presented; 16+ Forum in Tbilisi; UN system partners, UN Women, Geneva partners and missions, Convention Against Torture Initiative Annual Forum, and virtual update meetings with 60+ participants ▪ Briefing for Pathfinders at two expert level group meetings in December 2017 and January 2018 ▪ Roadmaps provided to Busan Democracy Forum in South Korea ▪ Briefing for the UK Department for International Development and Swiss government ▪ Attended End Violence Solutions Summit in Stockholm ▪ Published challenge paper on violence against children ▪ Presented an overview of the Pathfinders at the High-level Opening Session at the World Bank Fragility Forum ▪ Brainstorm at UK Mission on HLPF 2019 <u>Underway:</u> ▪ Side event to the Sustaining Peace High Level Meeting on SDG16 and targeted prevention ▪ Work on challenge paper in conjunction with the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies for HLPFs in 2019

	<u>Support partners to deliver roadmap</u> ▪ Support for partners to develop or strengthen strategies and action plans ▪ Convene funders to explore financing strategies ▪ Deepen understanding of links between SDG16+ and other SDGs, building on this for HLPF 2018, with theme of sustainable and resilient societies	
"Grand challenges" build ambition, act as a focus for learning, and provide opportunities for growing number of countries to lead	<u>Task Force for Access to Justice</u> ▪ Convene a Task Force on Access to Justice with a high-profile launch in 2018, supported by campaigns with other partners ▪ Flagship report on SDG16.3 (for 2019) <u>Commission on Inclusion (for 2018-2019)</u> Develop and convene a Commission on Inclusion Set out models and recommendations for increasing inclusion to support delivery of 2030	Task Force on Justice <u>Completed:</u> ▪ Task force launched, co-chaired by Argentina, Netherlands, Sierra Leone, and Hina Jilani of the Elders ▪ First meeting in Buenos Aires <u>Underway:</u> ▪ Future Task Force meetings planned for October and January ▪ Conference on Rule of Law with the Bingham Centre ▪ Workstreams being set up Commission on Inclusion <u>Completed:</u> ▪ Support to preparatory meeting in Prague for the ECOSOC Presidency

| | Agenda

Movement to Halve Global Violence (tentative for 2018-2019)

Develop and build a Movement to Halve Global Violence and promote campaign

Convene expert group to agree strategies for halving global violence

Use as focus for partnership with UNOG and Geneva-based international actors | Underway:

  ■ Challenge paper setting out major inclusion challenges and questions.

Movement to Halve Global Violence

Completed:

  ■ Draft challenge paper on the opportunity of SDG16.1

  ■ Seminar in Geneva to discuss paper and launch SAS scenarios

Underway:

  ■ Period of 'quiet convening' to build guiding coalition in Geneva, at Fragility Forum and High-level Event on Sustaining Peace. |

Congo Research Group

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Enhance understanding of conflict dynamics in the Democratic Republic of the Congo in the run-up to local and national elections in 2017-2018	■ Investigative reports on security dynamics: ■ related to elections ■ in the Kasai region ■ 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	Completed: ■ Profiles and maps of armed groups in the eastern Congo ■ A violence tracker for the Kivus region (Kivu Security Tracker), logging 2,21 incidents between May 2017-May 2018 ■ Monthly reports and an analytical report and armed dynamics in the Kivus ■ CRG website with weekly podcasts, blog entries Underway: ■ Kasai report will be published in late June/early July. Adapted: ■ The policy report on regional dynamics will be published in the fall, pending new funding

	(Kivu Security Tracker) ▪ 6 situation reports on local conflicts in the eastern Congo ▪ CRG website with weekly podcasts, blog entries	<u>Discontinued:</u> ▪ There has not been a new election report this financial year, although the policy report on MONUSCO (see below) deals with international approaches to elections.
Improve the efficiency of donor interventions	▪ 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	<u>Completed:</u> ▪ Policy report on MONUSCO <u>Discontinued:</u> ▪ Investigative report evaluating different "theories of change" and their impact on conflict in the eastern DRC and policy report on DDR (no funding was found)
Render the Congolese government and political parties more accountable	▪ One nationally representative poll of Congolese political opinion in the run-up to national elections ▪ 3 nationally representative pulse polls of public opinion ▪ Series of 4 short reports on the political economy of hydroelectric power, political patronage, and development ▪ An investigative report on the wealth of the Kabila family and potential conflicts of interests	<u>Completed:</u> ▪ One nationally representative poll of Congolese political opinion in the run-up to national elections (the large one with 7,600 face-to-face surveys was in 2016) ▪ 3 nationally representative pulse polls of public opinion (there have actually been 4 of these) ▪ An investigative report on the wealth of the Kabila family and potential conflicts of interests published with major media coverage. <u>Underway:</u> ▪ Series of 4 short reports on the political economy of hydroelectric power, political patronage, and development (to be published in June to July)

Support local researchers and civil society groups working on conflict in the DR Congo	▪ Methodological workshop with local researchers on conflict ▪ Institutional support to BERCI polling firm in Kinshasa and collaboration with the University of Kinshasa ▪ Together with HRW, set up a network of 20 researchers across the country to provide timely analysis of conflict dynamics	Completed: ▪ Methodological workshop with local researchers on conflict (April 2017) ▪ Institutional support to BERCI polling firm in Kinshasa and collaboration with the University of Kinshasa (we dropped the collaboration with UNIKIN but are now collaborating with Actualité.cd) ▪ Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely analysis of conflict dynamics

Burundi

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Enhanced understanding of conflict dynamics in Burundi.	▪ BRG website with weekly podcasts, blogs ▪ An investigative report on the Imbonerakure, its structure and links to the ruling party ▪ A policy report on regional involvement in Burundi's conflict ▪ A background report into the various armed groups linked to the opposition	Discontinued: ▪ This activity has been postponed until sustainable funding can be identified.

Afghanistan-Pakistan Regional Project

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
Improved US-China understanding on areas of converging interests related to Afghanistan & Pakistan	▪ US-China Dialogue: Rapporteur summaries from the gatherings; generation of policy papers for the capitals of China and the US; ad hoc memos to high-level officials of Afghanistan	Adapted: ▪ Event to be held in the first week of August 2018.
Improved US-Russia understanding on areas of converging interests related to Afghanistan & Pakistan	▪ US-Russia Dialogue: rapporteur summaries from the gatherings; and generation of policy papers	Completed: ▪ APRP has organized two US-Russia dialogues, one in October 2017 in Moscow and the other in March 2018 in Washington DC.
Historical analysis to support renewed initiatives to broaden the peace process	▪ Two workshops exploring the history of attempted peace initiatives in Afghanistan post-cold war and way forward for the Afghan and international community conducted ▪ A monograph (a short book, 80-100 pages) providing	Completed: ▪ One workshop was completed in March 2018 in Oslo Norway. Adapted: ▪ The second workshop is postponed as of now in the light of the cabinet reshuffle in Beijing and DC and its implications on Afghanistan. APRP is preparing for a no-cost extension.

	forward-looking analysis based on the historical experiences studied in the project. The product could also be distilled into shorter papers for publication and distribution through the media	

Tunisia/North Africa

Outcome	Projected Outputs/results	Actual Outputs/Results to Date
More effective national prevention programs informed by enhanced local research into causes and responses	▪ Publish a set of thematic/policy papers based on local/field research in Tunisia ▪ Publish findings from meetings comparing field research within Tunisia and within the rest of the MENA region	Underway: ▪ Establishing a research competition Adapted: ▪ Due to the secondment of the Associate Director as a member of the UN Commission of Inquiry on Syria, the policy program was postponed.
Improved coordination between security, development and human rights policymakers and between governmental mechanisms, researchers	▪ Policy paper on development and human rights contributions to PVE – shifts in approaches ▪ Publish conclusions from the focused group meetings on areas such as recruitment, treatment of returning foreign fighters, role of women/girls in VE, etc. and from national workshops	Completed: ▪ The Counter Terrorism Commission and CTED lead to two workshops in 2017 bringing civil society, business and the Commission together. CIC facilitated in the first of these and help develop some of the conclusions and next steps (e.g. creation of a Civil society forum to interact with the Commission). ▪ Participated in the Counter Terrorism Commission experts seminar examining the issue of children, youth and PVE that was organised in November 2017. This was one area identified in an earlier workshop organized by CIC. Funding came from the Hedayah. (Netherlands, Canada, EU) Adapted: ▪ Other activities postponed due to secondment of Associate Director as a member of the UN Commission of Inquiry on Syria.

and civil society actors	aimed at enhancing effectiveness through increased local coordination	