UNITED NATIONS

THE PEACEBUILDING COMMISSION

Working Methods Part (I)

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Introduction

The Peacebuilding Commission (PBC) is an inter

presence on the ground[1]. The work of the PBC is supported by the Peacebuilding Support Office (PBSO).

2. Added value of PBC engagement

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

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

follows:

B. Guiding principles

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

C. Options for PBC engagement

1. ***Once a country is added to the agenda of the PBC***, the Commission with the consent of the country seeking advice jointly agree on:

a. The scope of the engagement;

b. The agreement sealing the engagement and the monitoring mechanism to assess progress in implementing it;

c. The institutional setting, both at UN Headquarters and in the field, to support the implementation of the agreement.

2. ***The PBC may select from a menu of options from which to design its engagement*** in light of the following elements:

a. The scope of the PBC engagement will generally have the dual character of advocacy and resource mobilization which must be tailored to the specific needs and requirements of the country seeking advice, and may also take into consideration the regional context in which the national peacebuilding process takes place.

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

Lessons learned and best practices

A country may wish to benefit from the experience of countries that have completed their peacebuilding process. The PBC could become a platform for lessons and experience-sharing by compiling such experience or by engendering forms of potential collaboration, particularly South-South cooperation.

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

b. Periodic reviews would continue to be used to assess progress and remaining challenges in the priority areas identified in the PBC's instruments of engagement. Importantly, they could be prepared by the JSC and subsequently endorsed by the Country Configuration. In addition, and in order to ensure that the work of the PBC

a. Sustaining attention:

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

ii. Organize, sponsor or participate in high level events, including fundraising in support of the country.
iii. Devise an outreach strategy to highlight the country's progress and outstanding peacebuilding needs requiring particular attention and funding; the strategy could include the Chair and other CSC members to advocate with the UN, the IFIs, Foundations, think tanks, the private sector and in selected capitals.
iv.

e. **Funding for PBC field visits** was first approved in General Assembly resolution A/62/245 of 11 April 2008. The Note by the Secretary General on the financing of field mission by the PBC (A/62/670), which preceded the resolution, based its estimates on two visits by the Chair and one visit of the PBC per year. These provisions were made on the basis of four countries on the agenda of the PBC. At present, with a load of six countries on the PBC agenda, the current funding might be insufficient. It should be noted however, that annual CSC visits may not be necessary for all PBC countries, particularly for those countries that have been on the PBC agenda for a longer time and where considerable progress has been made. Chair's visits are, on the other hand, due to their relative agility, a tool often used for the CSCs to be present in the field at critical moments or to mark events that are crucial for the peacebuilding process.

f. **Programme:** The Chair presents a tentative programme for the visit for consultations with the CSC. The tentative programme should be based on prior PBSO contacts with the relevant UN presence in the field (focal point designated by the E/SRSG – RC), by submitting a list of possible interlocutors and meetings or a provisional draft of the programme. PBSO must also approach the concerned permanent mission in New York as the primary interlocutor of the Government. Once designated, members of the travelling delegation are further consulted by the Chair/Head of Delegation by holding at least one pre-departure briefing with the full delegation, and additional preparatory meetings as required.

3. Background documentation

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

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

The trip book contains a range of recomm

Trip book contents (indicative):

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

b. Key messages: The 'Key messages' document is an important document, summarizing the recommendation and issues to be addressed during the visit by the Chair or the delegation, both in general and disaggregated by peacebuilding priority. Its aim is to frame the delegation's political and programmatic position on a wide array of issues, and to provide the basis for discussion and brainstorming. The document spells out the mandate of the chair/delegation. For this reason, prior consultation with the CSC membership, the **relevant** ITF and the UN Mission/Country team will be required. As this document will surely undergo a healthy 'reality check' during the visit, the same key messages (amended) should ideally frame also the post-visit phase (implementations of the field visit's conclusions).

c. The Briefing notes on the peacebuilding priorities. The briefing notes function as a summary of the state of play in relation to the various peacebuilding priorities and any agreed benchmarks. A section on 'ongoing intervention and gaps' provides an inventory of the ongoing support efforts and identifies critical gaps. It therefore implicitly indicates the next steps the CSC will be expected to take, notably in terms of resource mobilization and advocacy with partners in the Country. The final part of the notes 'Way forward: Entry points for the PBC and synergy with Government and other stakeholders' offers a summary of key recommendations. This part should be actively used by the CSC during the visit, as a way to frame its forward strategy.

d. Briefing alternatives to the 'Trip Book'. A lighter version, which includes an extended briefing note with maps and charts, a brochure including basic data on the PBC in general and on the CSC/delegation members in particular to be addressed to the UN

C. Periodic reviews of the PBC engagement

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

1. Purpose and outcome of periodic reviews

a. Purpose

i. The purposes of periodic reviews are: (1) to review the country's progress towards achieving peacebuilding objectives as set out in the instrument of engagement; (2) to

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

b. Partnership: Discussions in the capital must take into account the participation of the

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

iv. Finalizing the report

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

v. Drafting and discussing the conclusions and recommendations

- Once members of the PBC in New York receive the [final] report from the country concerned, the Chair conducts consultations to agree on the recommendations of the review.

- A 3-4 pages outcome document of the review is prepared, articulated around the main conclusions of the review and recommendations of engagements for the Government of the country engaged and the PBC [and where applicable recommendations to the other stakeholders].

vi. Adoption of conclusions and recommendations

- Once the outcome document has been finalized, the Chair convenes a formal meeting of the Configuration to adopt the conclusions and recommendations of the review as a formal PBC document.

- The Government of the country engaged participates to this meeting at an appropriate political level [e.g. Minister Focal Point for the PBC].

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

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

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D. Effective conduct of PBC meetings

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

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

1. Effective use of PBC meetings

a. Purpose

i. As an intergovernmental and political platform, PBC's strength resides in its composition structure and, thus, its ability to widen the support-base for the countries on its agenda and focus attention on nationally identified priorities. To this end, PBC country configurations' meetings should be planned around important country-specific milestones in a manner which would attract members' participation and offer valuable occasions to exercise the Commission's primary functions in the areas of:

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iii. At the same time, meetings of the Organizational Committee and the Working-Group on Lessons Learned need to be planned with a view to enhancing the broader policy objectives of the PBC through:

- Developing and deepening understanding of the PBC's core functions and provision of related policy guidance and advice;

- Enabling cross-fertilization of ideas and methodology among CSCs and ensure general consistency of approach; and

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iii. By taking such an approach, the PBC would ensure that meetings' schedule are relatively predictable and that workplans are, to the extent possible, incorporated in the planning frameworks of the key operational interlocutors. This could lead to:

- Higher-level participation in PBC meetings at the Headquarters and country-level (via VTC);
- Efficient provision of logistics (rooms, services, document processing …etc);
- Improved results-based planning for all configurations by linking the PBC with the work of operational actors in the field.
- Broader ownership of the PBC-led process by HQ and field-based actors,

iv. At the same time, the PBC will retain a margin of flexibility to enable calibrated response to emerging or changing priorities, as well as unforeseen developments at the country-level.

v. The Organizational Committee will convene an annual session[17] which will:

- inform the development of the Commission's actions agenda for the following calendar year;
- review the progress made and challenges faced by the Commission in the implementation of the previous actions agenda;
- address broader policy, institutional and systemic issues related to the ability of the Commission to perform its core functions.
- offer an opportunity to interact with a broad set of interlocutors (e.g. civil society, private sector, foundations, media….etc).

2. Practical preparations and follow-up

a. Preparations

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

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

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

3. Roles and Responsibilities

a. While Chairs are expected to lead on various aspects of the PBC's activities[18], members of all configurations may be assigned specific responsibilities in the planning, practical preparations and follow-up to the meetings, which can be decided on case-by-case basis.

b. PBSO will provide substantive and logistical support to the planning, practical preparations and follow-up, including through advice to the Chairs and member states on their respective roles. PBSO's contribution is particularly crucial whenever the input, outcome of or follow-up to the PBC meetings is undertaken by a UN operational entity. The Office's effective performance of its convening role within the UN system, as well as its role in drawing expertise from within and outside the UN, is an important factor in ensuring substantive and result-oriented meetings.

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[18] The general responsibilities of the Chairs and members of country configurations have been articulated in Chapter II (A).

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

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

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

1. Purpose of the process

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

a. ensure consistency of approach in support of national efforts to address recurring national peacebuilding priorities and challenges;

b. ensure a "whole of PBC" policy and position on fundamental principles of engagement, working methods, monitoring of progress and challenges and measuring results, and the frequency of periodic reviews;

c. enable cross-learning on various approaches to performing core PBC functions[1] in country-specific contexts

2. Functions

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

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

iv. Submit and present the findings of this process to the Organizational Committee for endorsement.

v. Validate the findings with country configurations and receive feedback on emerging needs and experiences of the countries on the agenda.

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Communications

A. Overview

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

Supported by the Peacebuilding Support Office (PBSO), the PBC is expected to develop a communications strategy, the elements of which should become part of its established working methods. This communications strategy should have a strong field focus and is also targeted at Member States in New York and the Secretariat. To this end, a number of communications activities will be initially undertaken by the PBSO in support of this strategy. The strategy will be reviewed annually and the activities will be adapted to the changes and re7 5 60.31irt of T thcebuis[(Supported s0.6t3d re7 5 60.3at .se neeed3.)TjEMC /P 4MCI

1. Internal Audience

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

2. External Audience

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

D. Implementation

1. Existing PBSO resources

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

2. Activities which can be delivered within existing resources

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

i. PBSO Monthly Newsletters and E-Alerts.

ii. PBSO Social Media Tools (facebook and twitter).

iii. Activities on the PB-CoP.

3. Activities requiring additional resources

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

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

a. Improved PBSO and PBC websites for dissemination of relevant news items and key information

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

c. and.