

2017

# Strategic Plan 2017-2021

## Preventing Conflict | Maintaining Peace

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Forging effective governance  
to secure peace

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**The Institute for Effective Governance and Stabilization (IEGS) was established in July 2017 in Stockholm Sweden. IEGS is a global network of influential leaders in the areas of effective governance, preventive diplomacy, and stabilization. Its Board Members come from every corner of the world, bringing diverse views and collaboration to the governance and strategic direction of the institute.**

**The institute's headquarters are in Stockholm, Sweden and it has country liaison offices in Pakistan and Afghanistan. IEGS works at the intersection of governance and conflict prevention. We believe that many of our present day's pressing challenges stem largely from governance and accountability deficits.**

## Preamble

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The Institute for Effective Governance and Stabilization (IEGS) is pleased to embark upon this five-year plan, which elaborates its vision, mission, thematic priority areas and implementation strategy through 2021



As a very young organization, we believe it is a substantial move forward in strategically positioning our interventions to address the root drivers of conflict in many fragile and conflict-affected settings.

This plan is the result of a series of strategic consultations and dialogues with our Board Members, partners and friends in the governments, businesses, academia and civil society from all around the world. We acknowledge and deeply appreciate their continuous dedication and hard work to make this plan

developed.

We are now getting ourselves ready to embark on the implementation of this plan. We know, that we set a very ambitious mission and vision for ourselves, but we are confident that we can make this happen through our all-weather partnership and cooperation with relevant actors at all levels.

In realizing our mission and vision, we seek the engagement of our counterparts and partners around the world to help us achieve our shared mission of advancing effective governance that has the institutional know-how and the political will of preventing, mitigating, and resolving violent conflict.

We are looking forward to working with you at all levels, to contribute to sustainable peace, prosperity and stability for ourselves and future generations.

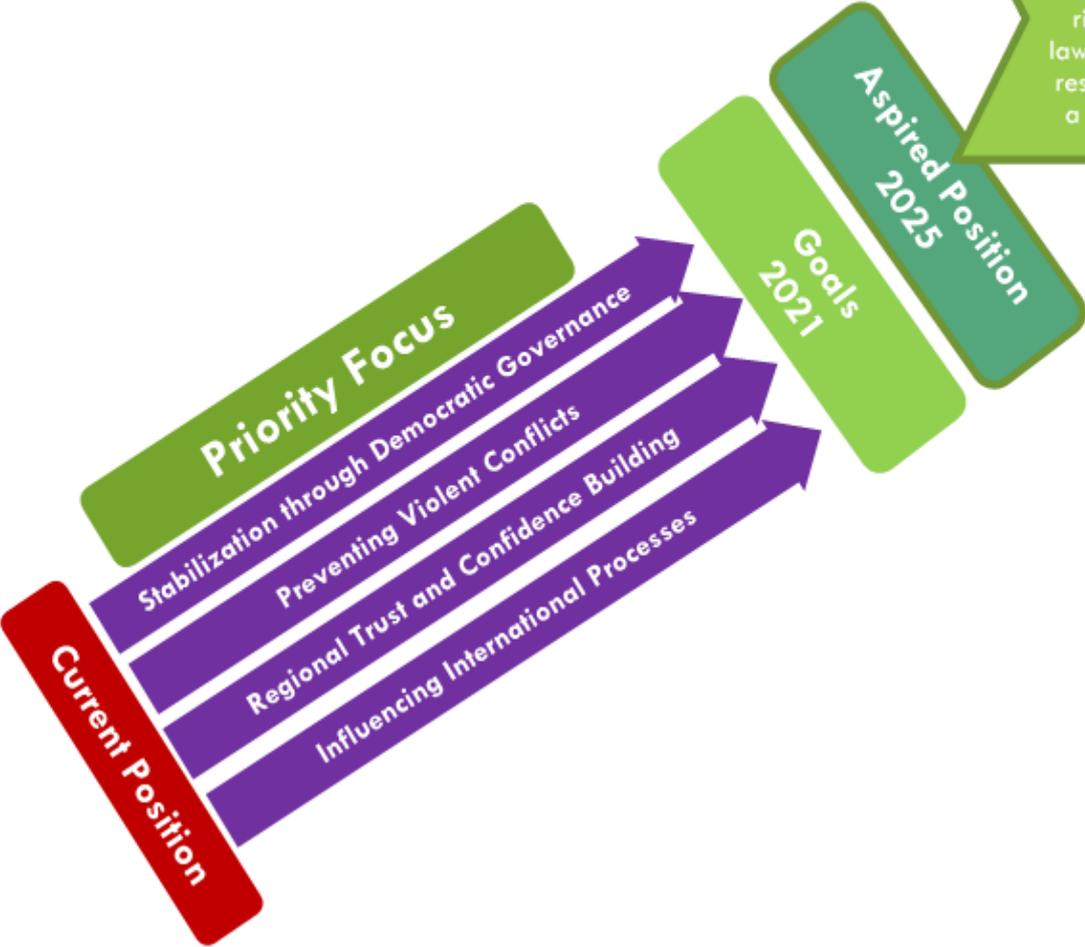
Mohammad Naeem Shinwari

CEO and Founder

Our Vision, Mission and Thematic Priorities

**Our Mission**  
Our mission is to prevent conflict at local, national and regional level by building capable, accountable and responsive states

A world where people enjoy their fundamental human rights, the rule of law, basic services, a resilient climate and a peaceful society

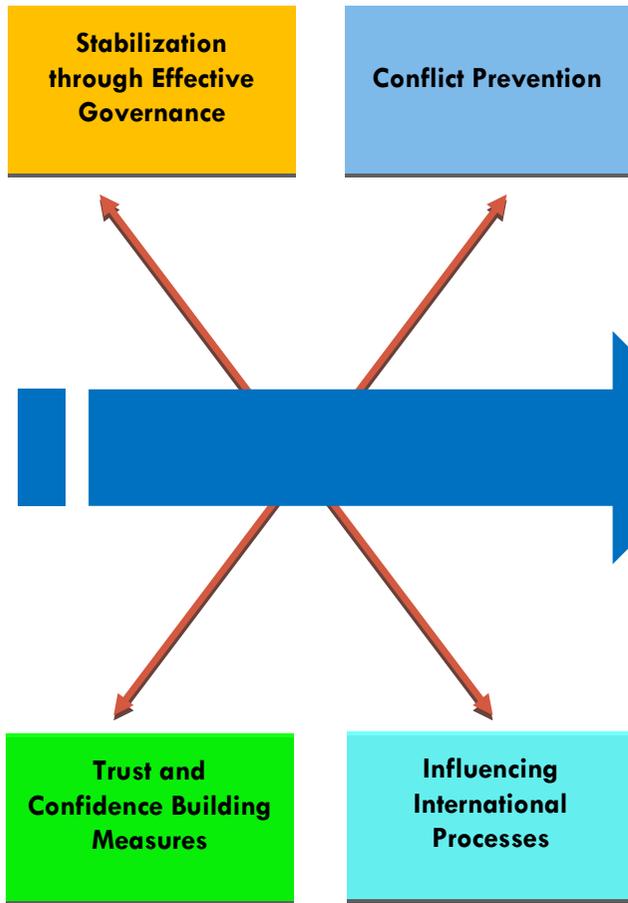


## Ways Forward, Focus Areas and Initiatives

### Initiatives 2021

#### Current Position 2017

- A strong, committed and international Board of Directors
- Ability to mobilize political will to advance effective governance
- Provides an integrated approach aimed at addressing drivers of conflict from local to national level and from national to regional and international levels.
- Building on already great partnership.
- Need to mobilize resources, engaging donors, businesses and foundations
- Building a competent team in HQs and in the field



**Initiative 1**  
 Accountability for Peace  
 Anti-corruption for Peace  
 Justice, Peace and Security

**Initiative 2**  
 Early warning and early response  
 National CP Mechanism  
 WPS

**Initiative 3**  
 Regional Economic Cooperation  
 Connecting Peace Seeking Institutions

**Initiative 4**  
 Influencing International Processes (New Deal Engagement, G7+)  
 Influencing donors  
 PEA

#### Aspired Position 2025

IEGS is a trusted mobilizer of political will, enabler for governance reforms and converse for preventing violent conflict in fragile and Conflict affected countries

## Our Core Values

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**Governance:** We believe that development and its lack thereof depends on how responsive, accountable and capable the government is.

**Consensus Building:** We believe conflicts can be resolved through meaningful dialogue and mutual commitment between the state and society.

**Continuous Improvement:** We innovate and constantly improve our approach and interventions. We promote out-of-the-box thinking and always seek new solutions to address protracted challenges.

**Diversity:** We know it takes people with different ideas, strengths, interests, and cultural backgrounds to make IEGS and its mission succeed. We encourage healthy debate and differences of opinion.

**Inclusiveness:** We believe that everybody affected by conflict has a stake in peace. We work to create peaceful and inclusive change within societies in partnership with local people, to respond to violence, inequality, injustice and exclusion.

**Transparency, Accountability and Participation:** We strictly adhere to accountability, participation and transparency principles in our own work and promote the same in our partners' and counterparts' work.

**Partnership:** Our impact is wider and more enduring when we work with partners in government, multilateral organizations, business and civil society around the world.

## Introduction

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We developed and embarked on the implementation of this strategic plan at a time when conflict prevention and countering fragility are more urgent than ever: The numbers and intensity of violent conflicts are on the rise, resulting in the highest level of displacement, extreme form of violent extremism and violation of international law and human rights at unprecedented level.

In such a rapidly changing world, we are embarking on this strategic plan, outlining our ambitious vision, mission, thematic priorities and implementation strategy through 2021.

Envisioning effective governance as the only and sustainable solution to sustainable peace, this strategy is developed in consultation with several key actors including our Board Members, representatives of private sector and governments, academia and civil society actors in fragile and conflict affected countries.

The strategy addresses the multiple drivers of conflict, ranging from ineffective governance at local and national level to lack of trust at regional and international level. This strategic plan serves to guide the work of IEGS in delivering its mission of forging accountable governance to build sustainable peace and security.

This plan also includes our integrated theory of change that gives us the inspiration and guidance on how we make change happen. The plan also includes a set of key outcomes, organizational goals and key initiatives forming our integrated response to preventing violent conflicts.

Lastly, this plan will facilitate our annual planning process, reporting to our donors and priority setting for each coming year.

We are very proud of our work at IEGS and we are confident enough that this strategic plan gives us the motivation and inspiration of realizing our shared mission of forging accountable governance systems that have the will and ability to peacefully resolved conflicts.

## The Context of Our Work

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There is a global consensus that fragility and conflict mean development in reverse. This is also recognized by Goal 16 of the 2030 Agenda for Sustainable Development, linking peace, security and development altogether.

50% of the world's population lives in fragile and conflict affected settings. This number is rising fast as more countries are becoming fragile in the last decade. Conflict and fragility resulted in the highest number of forced displacement (60 million people), since record keeping began including World War II. Many fragile and conflict affected countries achieved only 1 or 2 MDGs in 2015. Furthermore, conflicts cost USD 100 billion per year, more than the amount of aid provided to these countries by the international community.

Unlike in the past, when conflicts were mainly between strong nations (inter-states war), today's conflict are more intra-states, affecting only sub-areas of a country, especially in emerging economies, and often occurs where high levels of poverty and corruption, marginalization, displacement, damaged infrastructure and lesser access to basic services stunt and reverse development.

Increasingly, conflict and fragility are driven by their root causes such as growing inequality, discrimination, massive human rights violations, economic and political exclusions as well as a resulting loss of trust in the will and power of the state to address these drivers. These drivers combined with other factors such as ethnic, religious, political and other forms of identity, lead to conflict and violence. Surprisingly, cotemporary conflicts do not affect one country or region, but they threaten peace, security and development everywhere.

Recent conflicts in Middle East, Africa and Asia did not come out of the blue, but rather as result of ineffective and unaccountable political and governance systems. Conflicts or the lack thereof is a product of the social, economic and political systems in place that generate governing institutions and processes unable to legitimately wield authority and protect the social contract, i.e. a mutual understanding of the respective roles of state and society.

*2 billion people are living in fragile and conflict affected settings (world bank); There were **31.1 million** new internal displacements by **conflict, violence and disasters** in 2016. This is the equivalent of **one person forced to flee every second (ICMD)**;*

*65.6 million people were uprooted from their homes by conflict and persecution at the end of 2016 (UNHRC)*

*Where 17 per cent of the world's poorest live in fragile or conflict-affected countries today, it is estimated that by 2030 this figure will be almost 50 per cent.*

*Prevention of conflict, on average 60 times more cost effective than intervening after violence erupts.*

*At best, a country recovering from conflict needs 20 years before its bureaucracies will function reliably at a basic level, and 41 years before key rule of law institutions will be working effectively.*

## Realizing Our Mission

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Without stable and effective governance, political spoilers may rise to fill the governance vacuum and usurp state resources. We have seen this kind of scenarios in The Middle East, Africa as well as in South and Southeast Asia. Their quest to gain authority and control over resources—often aided and abetted by organized criminal groups, terrorist organizations, or other profiteers—can destabilize the state and motivate a return to violence. When the government cannot provide services and justice for the population, people will do whatever it takes to put bread on the table and ensure their own security, even if it means supporting opponents to the peace process or engaging in criminal activity.

The Institute for Effective Governance and Stabilization's thematic focus is on the intersection of governance, conflict prevention and peacebuilding. We strongly believe that poor governance and lack of accountability are the key drivers of contemporary protracted conflicts.

## Building Effective Governance to Secure Peace

Government Institutions that are capable, responsive and accountable to the public also gain their trust. This also results in meeting expectations and rights that the public has on the state.

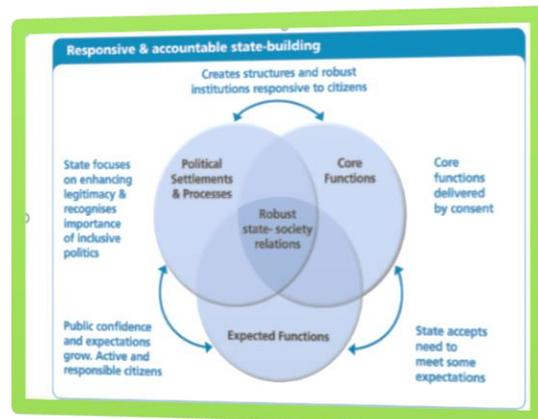
We strive to be different in our approach and interventions in forging governance systems that have the will and ability to counter fragile and conflict affected situations.

While we do think, capacity development of the government institutions is necessary, we are also very convinced, it is not sufficient. Our approach focuses beyond capacity development. We link effective governance with long term political and social stability as well as sustainable peace and inclusive development.

We are confident of our approach as we mainly focus on how government works with other institutions to serve the interests of its citizens, without excluding any group. Our greatest asset is our ability to mobilize political will to persuade government authorities fulfil the expectations and the rights of the public. We believe that if there is capacity of citizens and local civil society organisations, political parties and people's representatives, including at local level and if sufficient critical mass is reached, pressure from society can help change the behaviour of governing elites.

We convince donors and international organizations including the UN that international development cooperation should address more the political drivers of weak governance, because many of our present day's challenges are not merely technical, but largely political. Therefore, IEGS focus moves beyond capacity development, more toward reconfiguring relationships and the functioning of the state; and supporting forms of democratic governance which effectively meet public rights and expectations and mediate conflict through institutions that work. We choose this approach, because we believe, legitimate governance processes and institutions are key mediators of social conduct, and thus central to any effort to address the structural causes of conflict and the triggers of violence.

**When there is a trust deficit between the public and the government and where public services are not provided in an inclusive manner, grievance may arise, resulting in further polarization of society, providing a breeding ground for violent extremism and triggering protracted conflict.**



## Priority Areas and Strategies

**Anti-corruption for peace initiative:** Petty and grand corruption is one of the key driver of conflict in many fragile and conflict affected countries. Corruption fuels conflict and undermine the state's capacity to forge security. The overall objective of this initiative is to deepen knowledge and awareness on the critical knowledge between corruption and insecurity, violent extremism as well as to contribute to strengthening national capacities to integrate anti-corruption measures into national development processes and to enhance integrity in service delivery with the aim to contribute to the implementation of the SDGs agenda, in particular Goal 16 (Targets 16.5 and 16.6) on "Building Peaceful and Inclusive Societies" and the links between these targets and other SDGs.

**Accountability for Peace Initiative:** Grounded in a Human Rights Based Approach (HRBA), this initiative engages with civil society actors and the private sector as well as government institutions to advance change on both the supply and demand side of the development equation. The overall result envisaged by this project at national/local level is to identify and remove corruption bottlenecks in selected service delivery sectors, to mainstream anti-corruption measures in national/local development processes, and to promote global knowledge and advocacy so that anti-corruption continues to be perceived as a global and national development priority.

**Justice, Peace and Security:** The lack of formal or informal legal systems to which people can bring their grievances threatens security and may lead to conflict. Access to effective, legitimate justice enables peaceful settlement of disputes, and reduces the likelihood that conflicts are settled in a violent manner. Legal certainty fosters investment in development and enterprise.

IEGS aims at building a functioning legal system and effective, predictable and transparent criminal justice institutions. We believe it is important because for legitimate stability, it is essential that both citizens and government be subject to the law and that the courts be independent. The justice system should also be able to settle disputes relating to the lawful exercise of state power, and powerful elites, private actors and individuals should not stand above the law. We also work to mobilize political will and awareness that citizens feeling that justice is being done has a preventive effect and that there will be no peace without justice and respect for human rights.

### Preventing Violent Conflicts and Building Sustainable Peace

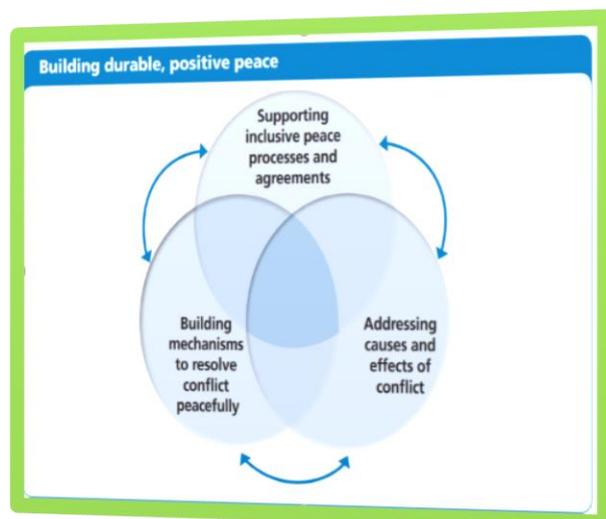
IEGS approaches conflict prevention and peacebuilding at local, national, regional and international level. This is because conflicts now a day do not respect borders and may have spill over effects in one or another form. In a more globalized world and interdependence, conflict anywhere threatens peace and security everywhere.

Underpinned by our other thematic focus and priority areas, our approach mainly focuses on building national capacity for peacebuilding and conflict prevention. We do this, because we believe improved national capacity for conflict prevention is more effective and sustainable than employing an international prevention intervention. People and their states hold the primary ownership of their peace and development. As trusted broker and convener, we help establish mechanisms to prevent conflict, manage contestation and social unrest and build peaceful locally driven solutions that promote trust, inclusion and social cohesion.

**Our approach to conflict prevention is based on the conviction that security and development are intertwined and that there can be no development without security, there can be no security without development, and there can be neither security nor development without respect for human rights; if we do not work for all these causes, none of them can come into existence.**

In fragile countries, we provide top quality early warning and mobilize political will for early response to address the root causes of conflict to sustain peace and security. We do this, because prevention is better than the cure. Through sound conflict analysis, we identify the root causes and developable-made solutions that reflect local reality and context. In this regard, our focus is always to enable people themselves, identify the drivers and explore a win-win solution. We think creating solutions by third party without enabling those who suffer the problem are not sustainable.

In conflict affected countries, we work by brokering inclusive dialogue, engaging diverse stakeholders to find a sustainable solution to the



crises. We do this through many relevant initiatives, including building national mechanism for conflict prevention, facilitating inclusive dialogues, undertaking multi-track diplomacy and or if necessary providing the specific technical and policy support to countries to adopt pro-peace policies.

In post-conflict and transitional countries, we help governments put together stronger institutions that are accountable and able to deliver core state functions such as security, rule of law, justice and public services. In this regard, our higher attention goes to gender responsive governance and women's leadership in national politics and governance.

At IEGS we think that the key to addressing the humanitarian crises in The Middle East, Africa and Asia is not only to increase funding to aid agencies and NGOs, but to invest more on resolving the conflict. We argue donors to invest more on addressing the root causes of conflict that provide the breeding ground for these conflicts. We believe that an effective strategy to counter the spread of violent extremism in MENA, Africa and Asia is to transform regional confrontations into regional cooperation and build lasting trust and confidence around mutually beneficial interests.

## Priority Areas and Strategies

IEGS has an integrated, long term and pre-emptive approach to preventing violent conflict before it escalates into full scale tension. Our approach drives long-term stability and is informed by evidence and experience of what works:

**Mobilizing political will through early warning and early response:** Events in the Middle East and North Africa have shown that instability and conflict can develop quickly. Through high-quality research and political economy analysis, we will focus on identifying areas of risk, rather than trying to predict events. Furthermore, drawing on the extensive contacts and outreach of our Board Members to policy leaders, we will have the ability to take fast, appropriate and effective action to prevent a crisis or stop it spreading or escalating.

**Building National Mechanism for Conflict Prevention:** We believe that conflict should be prevented by the people and societies that are affected by conflict, rather than by external mediators. Our approach therefore stresses on supporting and setting up regulatory frameworks and institutional mechanisms that help actors pre-empt future conflict, manage ongoing tension, and reach political agreements. Building leadership capacities that engage civil society and marginalized communities, including women, to mitigate violence and reach shared agendas through participatory approaches forms the core of IEGS's conflict prevention approach.

### **Inclusive peace processes and political settlements:**

Peace processes refer to the negotiation and implementation of agreements ending armed conflict, which aim to create the basis of a political settlement. These could involve diplomacy, mediation, dialogue, and efforts to change relations between the parties of the conflict. Peace processes operate at multiple levels, that are not mutually exclusive, and third parties may play different roles at each

### **Our Strategy**

**A trusted mediator, convener and broker:** Our absolute independence, justified by our presence in Sweden and our international Board of Directors ideally position us to bring conflict parties to the negotiation table, frankly discuss the differences and seek a win-win solution.

**Process facilitator and enabler:** We help fragile and conflict affected countries and regions to address the vicious circle of conflict and fragility by providing context specific policy support and facilitate inclusive processes aimed at transforming conflict and fragility into **long term resilience and stability.**

**Influencer, mobilizer and transformer:** Through on the ground research and high-quality political economy analysis, we alert policy leaders with regards to potential drivers of fragility, thereby influencing their policies and mobilizing them to take early actions.

level. Peace processes are strongest where the different tracks work together: IEGS's interventions in this area will be based on a three-pronged approach:

**Track 1 Building trust-delivering solution:** As trusted broker, using our connection with different actors, we will be able to undertake effective back-door diplomacy to bring conflict parties to the negotiating table often for the first time to resolve intractable differences.

**Track 2: Bridging divides:** IEGS will convene multi-stakeholder dialogues, engaging business leaders, governmental officials, CSOs, Members of Parliaments and academia to identify win-win situations for conflicting parties and transform long term rivalries or disputes into a good deal for everyone.

**Track 3: Mobilizing people for change:** IEGS activities in this area aim to bring people together, often through civil society, to influence leaders, build consensus and deal with perceptions and stereotypes, which sustain conflict that broaden inclusion, accountability and transparency over time, while managing tensions to prevent violence in the short term.

**Women, peace and security:** Women have the right to participate in peace processes on equal terms as men. However, statistics show that women are often excluded from formal peace negotiations, which in a longer perspective may have devastating consequences for how to reach a sustainable peace and human security. Security Council Resolution (UNSCR) 1325 is a landmark resolution recognizing the importance of a gender perspective on peace and security. Grounded in the legal framework of Human Rights and International Humanitarian Law, UNSCR 1325 and related resolutions serve as important advocacy tools for advancing Women and Peace & Security agendas. We will boldly advance women's participation in our initiative including special initiative (e.g. gender responsive governance), as well as advocate for the protection of women's rights in a time of crises.

## Regional Trust and Confidence Building Measures (TCBMs)

Countries with weak governance are not sufficiently capable of coping with negative external influences. Geopolitical interference by state and non-state actors from the region or countries further afield may exert a far-reaching influence on a country's internal dynamics. External support enables ruling elites to maintain their hold on power and/or militias or extremist groups to be supplied with money and weapons. The role played by private companies could also fuel conflict by trading arms or raw materials. Regional and international efforts to eradicate the external causes of conflict are (highly) inadequate, due in part to countries' own political or commercial interests. Even international interventions aimed at contributing to peace-building and state-building may be counterproductive, due to poor understanding of the causes of the problems, a one-sided approach that makes the situation worse, or personnel with inadequate expertise or poor ethics.

In addition, the governance deficit drivers of conflict may have negative implications beyond a certain country (the spill-over effects) in the form of mass displacement and refugees, violent extremism, cross boarder arm trade, transnational crime and drug trafficking.

## Priority Areas and Strategy

IEGS addresses the regional drivers of conflict, by building strategic trust and confidence, by connecting emerging stakeholders such as young business leaders, National Human Rights Institutions, Member of Parliaments and representatives of civil society organizations to influence national political policies and advocate for a peaceful and stable region.

### Our Strategy

**Mobilizing**, business leaders, CSOs, MPs and human rights activist to forge a strong movement towards a peaceful and stable region.

Convening non-political actors to formulate their own vision for a peaceful and stable region.

**Linking and connecting**, the voice and recommendations of the non-political regional coalition to political, and military leaders to change policies and actions towards regional peace and stability.

**Trust and Confidence Building through Regional Economic Cooperation:** IEGS believes that where economic cooperation between conflict parties can be established, a high potential for initiating change develops, as it satisfies many needs and resonates with political decision-makers of conflict parties. Our interventions aim to delink politics from regional cooperation and work more with **Young Business Leaders**, who have ambition to leave political issues behind and seek to expand their businesses, thereby providing economic development opportunities for others.

**Connecting Peace Seeking Institutions at Regional Level:** IEGS works with peace seeking institutions at regional level to help transform political outlook of politicians towards a more sustainable regional stability. We do this by developing and mobilizing regional Networks of CSOs, National Human Rights Institutions and Member of Parliaments to forge a regional response to conflict prevention.

## Contribution to International Processes

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IEGS aims to influence national, regional and global processes on governance and conflict prevention.

**What works series:** We will produce high-quality knowledge products, policy papers, influential reports and analysis to inform international community, particularly the institutional donors and the UN on what works and what does not in fragile and conflict affected countries. We also produce necessary policy and technical guidelines on how to forge effective governance to secure long-term peace and stability.

**Evidence-based policy influencing:** The information that serves as key input for national and international influencing is based on the needs and issues raised by local communities, complemented with participatory and scientific research.

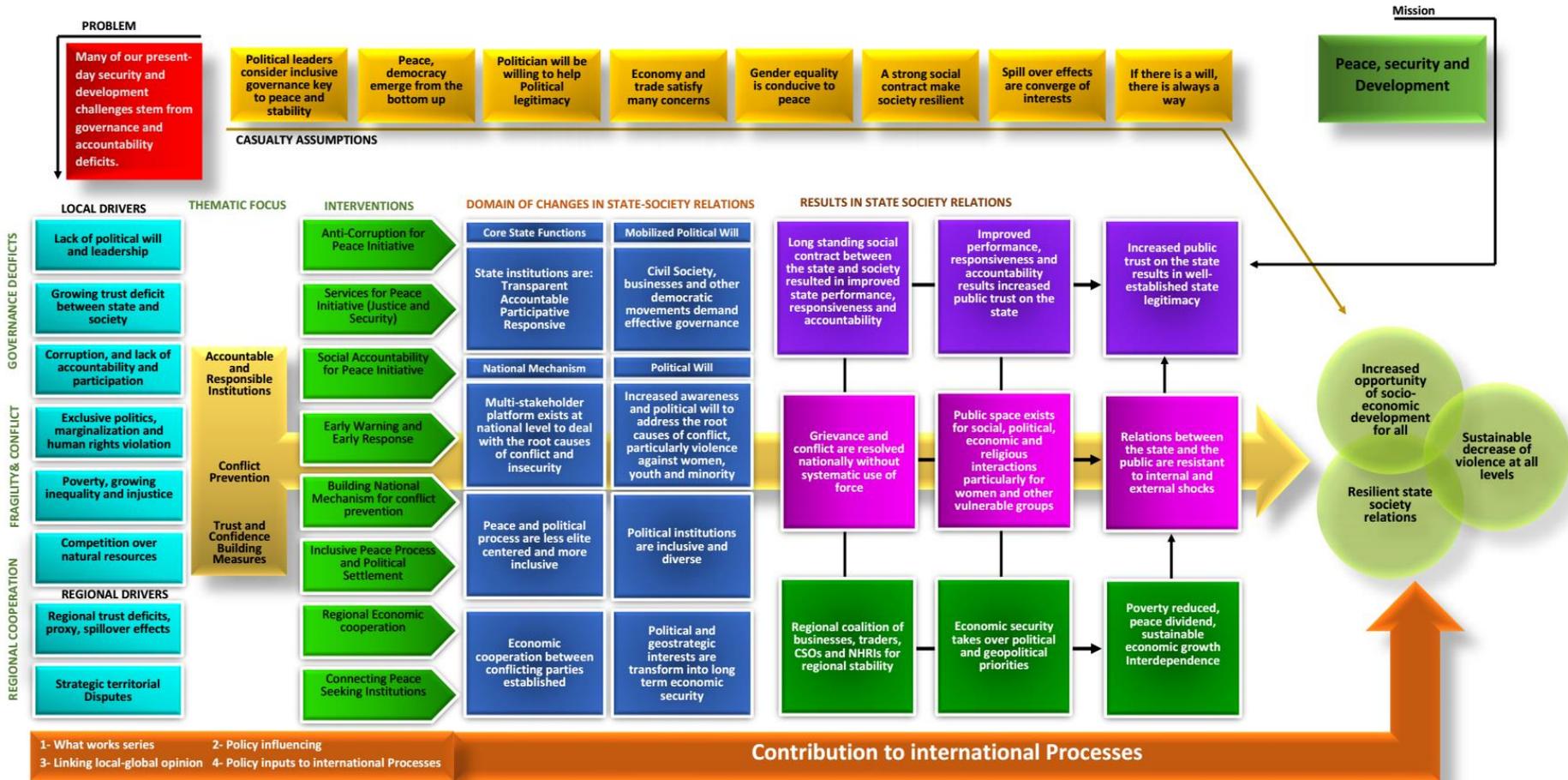
**Linking Local-Global Opinions:** Opening windows for civil society organizations to influence policies at local, national and international levels. Linking local actors and national/international decision-makers, and direct advocacy to key decision-makers and/or influential people/networks to connect local reality to global causes of problems, and high levels of decision-making.

**Participation in national, regional and international events:** We will participate in related events at national and international levels to share our experience, lessons learned and best practices in forging effective governance and sustainable stabilizations.

### Our Strategy

**Political economy analysis** to generate evidence based policy influencing  
Influencing international processes such as the New Deal Engagement for Fragile States and the G7+ Group  
**Linking national-global**  
**Silent diplomacy**  
**Tracking policy changes**  
**Influencing donor priorities**

# Delivering Change



## Making it Happen

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As part of this strategic plan, we will have 15-month start-up phase aimed at establishing our office in Stockholm, recruiting staff at HQs and in the field and most importantly mobilizing funding resources from different donors to implement specific projects within the framework of the thematic focus.

**Resource Mobilization:** A resource mobilization strategy will be implemented during the start-up phase of IEGS to provide a sustainable financial basis for its medium-long-term operations. One component of the resource mobilization strategy will be to develop a key partnership with SIDA and other donors. Similarly, cooperation arrangements will be developed with inter-governmental organizations and NGO partners in Sweden and in the regions.

Another component of the resource mobilization strategy will be the launch of an active outreach effort to donor partners during the start-up phase. This will include the convening of a donor roundtable as well as visits to donor institutions and foundations with clear priorities for supporting the governance-security-development agenda.

At the end of the start-up phase, a detailed finance plan will be elaborated to support financial management of the resources that are mobilized to support the work of the IEGS. The plan will respond to financial management priorities in the short, medium and long-term.

**Gender Equality and Women's Empowerment Strategy:** The IEGS's strategy of underlining a targeted focus on enhancing women's participation and leadership in the fields of Governance, Peace and Security will serve as a prelude to establishing a broader gender approach in the long term. The goal of promoting balance will be advanced through the management and staffing structure of the IEGS. Thus, the programme will seek to mobilize up to 50% representation of women on the IEGS board that will provide substantive direction to the programme, and will also engage the participation of a critical mass of women in the substantive elements of the programme development during the start-up phase.

**Partnership Strategy:** The start-up phase will provide an opportunity to assess the feasibility and define the terms of formal partnership arrangements, which will be established with key institutions and organizations in Sweden, but also in different fragile and conflict affected countries and regions, once the IEGS is operating at full capacity. Consultations and visits to inter-governmental institutions such as the EU, ECOWAS, IGAD and SADC, SARC, Arab League, the Gulf Council etc. will lay the groundwork for elaborating partnership terms with these key regional institutions. The nature of partnership arrangements with civil society organizations (CSOs) including non-governmental organizations working in the field of peace and security will also be defined through similar consultations undertaken during this phase.

**Management Arrangements:** The Board of Directors for the IEGS has already been formed and fully functional and committed. The Board has also assigned by large majority the Director of IEGS who is based and living in Sweden. The Director will undertake concrete efforts to broaden the membership of the board by engaging known and competent persons from every corner of the world to make an International Board of Directors. The Board Members should be highly committed to the vision and mission of the IEGS, participate regularly in the governance issues of the IEGS and contribute to expanding the convening power of the IEGS. Board Members should be internationally recognized diplomats, business leaders, academics or subject matter specialists. Selection of board members will take due consideration of the need to ensure geographic, linguistic as well as gender balance to effectively guide the programme.

Under the guidance of the project board, a three-person project management team is established to oversee management of programme activities during the start-up phase. The project management team is comprising of IEGS Director, who will provide technical and managerial leadership for

implementation of the work of the IEGS, a Chief Operating Officer and Head of International Programs.

**Financial Management and Reporting:** The IEGS has developed a transparent system of financial management that provides accurate financial information to the internal and external stakeholders. Annual financial report will be publicly published. Furthermore, the IEGS's accounts are subject to internal and external audits.

**Monitoring and Evaluation:** The programmes of IEGS will be subject to standard procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the programme pillars. The Director, Chief Operating Officer and Head of International Programs, and the Board will be responsible for programme monitoring and for devising corrective action if required.