



WORKPLAN NARRATIVE: YEAR IV

USAID'S SOLUTIONS FOR PEACE
AND RECOVERY

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Contracted under AID-660-TO-16-00004

USAID's Solutions for Peace and Recovery

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Acronyms

APS	Annual Program Statement
CBO	Community-Based Organizations
CDP	Community Development Plan
NEIC	National Electoral Independent Commission
CSO	Civil Society Organization
DAI	Development Alternatives Inc.
DFAP	Development Food Assistance Program
DNH	Do No Harm
FSP	Food Security Program
IGA	Integrated Governance Activity
IP	Implementing Partner
MOU	Memorandum of Understanding
MSI	Management Systems International
MTR	Midterm Review
OMG	Other Marginalized Groups
PAR	Participatory Action Research
RFA	Request for Application
SPR	USAID's Solutions for Peace and Recovery
STTA	Short-Term Technical Assistance
SUC	Service User Committee
ToR	Terms of Reference
USAID	United States Agency for International Development

INTRODUCTION

The USAID's Solutions for Peace and Recovery (SPR) project is a five-year activity aiming to increase social cohesion in targeted areas of North and South Kivu by increasing the participation of women and other marginalized groups (OMGs) in community-based participatory conflict analysis, prevention, resolution and recovery. USAID's SPR began August 30, 2016, under Task Order AID-OAA-I-13-0042/AID-660-TO-16-00004 and the project base period ended on August 29, 2019. August 30, 2019 marks the start of the fourth year of the project, and the start of the 2-year optional period exercised by USAID, bringing the end date of the project to August 29, 2021.

This Year 4 work plan takes into account the current project achievements and remaining work required to successfully reach approved project targets. This work plan is also presented in the form of a Gantt chart, which indicates timeframes for the execution of main activities and sub-activities described below. All sub-activities can be found in Annex I and as comments embedded into the Gantt chart in Annex II of this narrative and in the accompanying Excel document.

IMPLEMENTATION

MAIN CHANGES FOR YEAR 4

With reduced Y4 funding that was only finalized in late December, the project had to adjust activities, implementation approaches and strategies for Y4. This included, but was not limited to, a delay in implementation in quarter one as well a reduction of targets, staff and grants.

- **Quarter I implementation:** With uncertain funding levels for Y4, quarter one was characterized by a reduction of implementing activities on the ground. Most activities were focused on option year planning, coordination, and recruitment in addition to evaluating base period grantees and providing technical assistance for selected follow-on grants.
- **Targets and Activities:** Most Y4 targets have been reduced and the roll out of grants and direct activities will begin in Quarter 2. Two indicators (I.1a and I.1c) will be archived for the option period in addition to one already archived in the base period (Justification for this archiving is explained in the revised MELP). The targets related to the two indicators were fully met during the base period.
- **Staffing:** considering budget constraints, some restructuring is proposed to accommodate the project structure. The following positions were reduced or removed: Accountant Assistant, Grants Officer, Monitoring and Evaluation Assistant. The two advocacy positions will be eliminated and replaced by one combined advocacy and communication position.

Local Partners: the number of implementing partners was reduced. Ten well performing partners were identified for follow-on grants from the 39 supported in the base period.

GEOGRAPHIC TARGETING

The impact of SPR's interventions during the option period will be greater and more sustainable where we remain consistently engaged in specific geographic locations covered in the base period. During Year 4, SPR will continue to undertake direct interventions and indirect implementation through local partners in all 13 groupements constituting USAID's TO 3's Priority Zones 1 and 2 of North and South Kivu,

except for Walikale territory. Considering the urgent priority in the region and recommendations from the Mission, local authorities and communities in two additional areas will be added: Kadutu commune in Bukavu city and Kahuzi Biega National Park.

In selecting target groupements, a variety of factors were taken into consideration, including:

CRITERIA CONSIDERATION FOR SPR TARGET AREAS							
CRITERIA	TERRITORY/CITY						CONSIDERATIONS
	Masisi	Goma	Bukavu	Kabare	Kalehe	Walungu	
Accessibility	Yes	Yes	Yes	Yes	Yes	Yes	
Nature and volatility of security context	Yes	No	No	No	Yes	No	There is significant consideration that local conflicts should escalate in this zone
Predominance of conflicts and existence of engaged community structures	Yes	Yes	Yes	Yes	Yes	Yes	
Degree of engagement and interest of communities and local authorities observed during the base period	Yes	Yes	Yes	Yes	Yes	Yes	

PARTNERSHIP GUIDED BY KNOWLEDGE AND LESSONS LEARNED

During the base period, SPR worked closely with local partners to deliver its grants program, developing strong professional relationships. Through a combination of fixed amount awards (FAAs) and in-kind grants (IKG), the project supported CSO partners to design activities in both provinces North and South Kivu, and a total of 41 grantees received ongoing capacity building in project design, financial & grants management, monitoring & evaluation. In the option period, SPR will select partners among the 41 local organization based on performance evaluations. Due to the budget reduction, a limited number of organizations (between 10 and 15) will be selected from the start of year four. This process will facilitate quick implementation by reducing some steps which delayed the process in the base period, such as partner recruitment through RFA or APS. As was done in the base period, in Year 4, SPR will supplement grants delivery with direct implementation of activities by the program team.

OPERATIONAL PLAN ACTIVITIES

In light of lessons learned from Years 1-3 of project implementation, USAID's SPR has adjusted its core strategic approaches to implementation in Year 4, centering on strengthening the project's operational foundation through the following:

- I. Internal planning and team building;

2. Improving grants management and delivery;
3. Improved staff development and human resources;
4. Working toward effective integration of conflict sensitivity in programming

INTERNAL PLANNING AND TEAM BUILDING

To ensure organized and efficient implementation, USAID’s SPR will organize quarterly planning and review meetings for all staff, alternating between Bukavu and Goma offices. These meetings aim to review new tools to facilitate implementation, share lessons learned from information and experiences over the previous quarter, plan for the quarter ahead and ensure that all staff are aware of and have the same understanding of project implementation goals, challenges and solutions. These meetings will be conveyed also to local implementing partners. At the start of Year 4, USAID’s SPR will hold a learning session to review project achievements against objectives to-date and reflect on lessons learned from both implementation of activities and internal collaboration between components and departments. These reviews will allow the project to identify quarterly priorities based on lessons learned and improve strategic planning for smooth implementation for the upcoming year.

On a semi-annual basis, USAID’s SPR will add two to three days to the planning session that specifically focus on teambuilding, staff well-being and team cohesion. In year 3, the SPR saw great strides in team cohesion, and will strive to ensure continued bonding and collaboration between consortium partners, and across technical and administrative components of the project in Year 4.

USAID’s SPR will continue to organize quarterly steering committee meetings involving the senior management of each consortium partner. These meetings will continue to review program updates, security concerns, challenges and opportunities facing USAID’s SPR. In Years 1-3, steering committee meetings have helped to consolidate programmatic approaches and harmonization of some procedures across the USAID’s SPR consortium, as well as build cohesion among partners at a senior level.

The project also plans to conduct a mid-term evaluation early in Year 4. The project will engage the USAID Mission in DRC to develop the scope of this evaluation, but the project anticipates using the Social Cohesion Perception Survey report and recommendations from the data quality assessment from Year 2 in this evaluation.

As was done in previous years, USAID’s SPR has developed a calendar of international advocacy events raising awareness around conflict mitigation and peace-building. Ahead of these dates, USAID’s SPR will solicit interest from either its existing pool of local partners or new partners to implement activities in their honor or celebration.

YEAR 4 INTERNATIONAL EVENTS CALENDAR

DATE	EVENT
September 21, 2019	International Day of Peace
November 25 – December 10, 2019	Sixteen Days Against Gender-Based Violence
February, 2020	Festival Amani – 8 th Edition
March 8, 2020	International Women's Day
April 6, 2020	International Day of Sport for Development and Peace

YEAR 4 INTERNATIONAL EVENTS CALENDAR

DATE	EVENT
June 19, 2020	World Day of Elimination of Sexual Violence in Conflict

IMPROVING GRANTS MANAGEMENT AND DELIVERY

In Year 4, USAID's SPR plans to work primarily with existing partners from the base period. This existing relationship facilitates efficient implementation, but also allows SPR to target capacity-building for partners according to needs observed through previous collaboration. Through SPR's technical delivery and grants-management refresher trainings in Year 4, the project will mitigate grants-related challenges experienced in years 1-3, particularly around deliverable and report quality and administrative compliance. Additionally, USAID's SPR will provide partners select priority trainings beyond general grants management and implementation, to ensure they build their skillsets as organizations and are well-poised for funding in the future. Examples of these trainings may include strategic planning, organizational financial management and human resources management.

Building off of improved grants management measures established in Year 3, SPR will reflect on lessons learned in base period to continue revising and improving internal coordination for grants management, particularly between the technical and administrative teams. This work will accelerate the review and approval of deliverables, payment of milestones, and compliant filing of grant documentation.

IMPROVED STAFF DEVELOPMENT AND HUMAN RESOURCES

Drawing from discussions around staff incentives late in Year 3, SPR will prioritize staff development initiatives in the upcoming year to increase staff morale and retention. This will include bi-annual skills-based trainings for staff by STTA experts, as well as additional internal knowledge sharing and trainings by existing SPR subject-matter experts. MSI will also allow all staff access to a small pool of professional development funds to pursue learning relevant to their positions after proposal review and approval by project leadership.

Additionally, USAID's SPR will review internal human resources policies and manuals to revise and update policies as needed based on lessons learned in the project base years. As part of this, the project aims to create and train staff in annual objectives-based coaching and evaluation program to encourage semi-annual reflection on achievements and promote continued progress toward professional development goals.

WORKING TOWARD EFFECTIVE INTEGRATION OF CONFLICT SENSITIVITY IN PROGRAMMING

The integration of a conflict sensitivity approach across USAID's SPR activities and other USAID IPs was highly recommended by the Do No Harm (DNH) study completed in mid-base period. In Year 4, USAID's SPR will implement its planned activities with continued use of these approaches. A refresher training for SPR staff and implementing partners will be conducted. A quarterly DNH review will be conducted to ensure continuing full integration of conflict sensitivity approaches in SPR's work. This will include an assessment of the utilization of the DNH assessment tools. Continuing sensitization of local grantees and other USAID IPs will be a priority to ensure integration of conflict-sensitive approaches in

their interventions through trainings and workshops delivered direct by the team. This approach will reinforce collaboration and synergy between SPR and USAID IPs particularly DFAP/FSP, IGA, C/GBV Tushinde and Feed the Future Strengthening Value Chains projects. USAID's SPR will ensure that regular quarterly meetings are organized and collaboration learning agendas and plans are defined and implemented. These meetings will allow SPR to play a key role by sharing conflict assessments tools, research findings and continuing conflict sensitivity training.

OBJECTIVE 1: COMMUNITY STAKEHOLDERS IDENTIFY CONFLICT DRIVERS AND AGREE ON SOLUTIONS

In Year 4, SPR's Component 1 will aim to:

- Build on existing knowledge and data generated by participatory community conflict analyses, research findings and recommendations to conduct additional community dialogues around conflict drivers, inform evidence-based advocacy efforts at provincial levels, and lobby actions at the provincial, regional, and national levels.
- Prioritize research and short- and middle-term actions on the conflicts in Kahuzi Biega National Park (PNKB) with the aim to understand the context and explore sustainable solutions to this recurrent conflict in the targeted areas to avoid escalation of violence and tensions.
- Capitalize on research conducted during the Base Period to identify and focus on push/pull factors that characterize conflict. Through this, SPR will facilitate scientific and academic discussions and exchanges to propose solutions to overcome conflict and tensions that hinder social cohesion.
- Strengthen and reinforce the capacity of civil society actors in conflict mitigation and prevention, provide adequate support to local peace and development committees (LPDCs) by taking their role a step further through lobbying and advocacy to support their procurement of legal status, which will allow them to act as a recognized advisory body at every entity level.
- Support advocacy initiatives using participatory conflict analysis and research. Learning and restitution sessions will be organized and bring together the SPR team and partners to share participatory analysis and research findings, including policy papers. This collaboration is expected to inform USAID's SPR's advocacy work across the local, regional and national levels.
- Continue monitoring emerging conflicts and reviewing rapid response proposals to aimed at producing a greater body of knowledge on the nature of conflict in the Kivu.

OBJECTIVE 2: PARTICIPATORY SOLUTIONS IMPLEMENTED

During Year 4, USAID's SPR Objective 2 will continue to emphasize participatory governance and greater inclusion of women and other marginalized groups (OMGs) in decision-making spheres by strengthening their capacity to participate in decision-making processes, linking women and other marginalized groups to decision-making structures to ensure their inclusion in governance, and working to change attitudes and norms in enabling environments for greater inclusion and participatory processes to be practiced regularly and sustainably. Under its Component 2, USAID's SPR will:

- Use relationships developed during the base period to reinforce strong networks and social movements to effectively raise and address challenges facing women and OMGs' related to their inclusion and effective participation in local governance and peace processes (based on normative frameworks such as the UNSCR 1325 Resolution, etc).
- Collaborate with other existing partners to advocate and support the promotion of women's and OMGs' participation in peace processes at local, provincial, national, regional, and international levels.
- Strengthen and improve pilot approaches to transformational leadership and promotion of decision-making roles for women and OMGs demonstrated through the mentoring clubs' approach.

OBJECTIVE 3: RESOURCES FOR COMMUNITY DEVELOPMENT MORE INCLUSIVELY ALLOCATED

In Year 4, USAID's SPR Objective 3 will continue coordination with other objectives, particularly Component 1, to ensure that community participatory solutions to prioritize conflicts are structured and consolidated. The following priorities will be undertaken by Component 3:

- Support the implementation of community development plans developed during the base period by building the capacity of authorities to effectively monitor and implement these plans at the groupement, commune and chiefdoms/city levels and support community dialogues between local authorities, leaders, communities, and service users on effective monitoring and evaluation.
- Build on the trainings delivered to user committee members and service providers during the base period to diversify training topics and themes by offering a more comprehensive and holistic package of transferred knowledge and skills. Such trainings will include accessibility, transparency, gender and inclusion, participation, and others.
- Continue to support committees revitalized during the base period to ensure sustainable effects of knowledge and skills acquired and allow committees to master and effectively implement different principles of good governance, including transparency, accountability, participation, gender, and inclusion.
- Prioritize social cohesion events and initiatives, especially those targeting youth, intercultural, and intercommunity groups in collaboration with existing and recognized platforms, such as the '*baraza la wazee*'.

ADVOCACY AS CROSSCUTTING THEME

SPR's Years 4 advocacy efforts will prioritize increasing the confidence, participation, and ability of CSO members to engage with government institutions and local authorities at local, provincial, regional and national levels. This is a key factor to sustainably prevent conflict and build community resilience. In Year 4, the project will build on the foundation laid during the project's base period to bring together communities, leaders, local institutions & authorities, civil society actors, political leaders, private sector actors, and security services to safeguard basic rights and protections in conflict and crisis areas. Advocacy efforts will also focus on protecting the rights of people in crisis and conflict by strengthening the capacity of civil society, particularly women and OMGs, and escalate cases of violation of rights to the highest levels. In particular, SPR's Advocacy activities will aim to accomplish the following:

1. Work with civil society actors particularly the implementing partners to:

- Take the grassroots voice/evidences to the provincial level
- Facilitate CSO access to national, regional, and international level authorities to advocate for better implementation of solutions for peace and stability

2. Work with the private sector to:

- Engage in peace and social cohesion as a social responsibility by changing or adapting their policies and practices
- Develop partnerships through active collaboration with the private sector in order to support the implementation of community participatory solutions and local structures that promote peace and social cohesion

Advocacy efforts in Year 4 will influence decision-making within DRC's political, economic and social systems and institutions through direct activities such as conferences, dialogues and lobbying as well as through campaigns and messaging using both traditional and new media. As a cross-cutting effort, the advocacy activities in the option period will build on the achievements of SPR's three components and will be coordinated and complementary.

ANNEX I: YEAR 4 WORKPLAN SUB-ACTIVITIES

OPERATIONAL ACTIVITIES

OP 1.1 SUB-ACTIVITIES:

1. Finalize conflict sensitivity assessment and training tools
2. Conduct refresher training workshop on conflict sensitivity for staff, grantees, others USAID IPs
3. Share conflict sensitivity tools with partners and others USAID IPs
4. Produce conflict sensitivity integration assessments report on a quarterly basis

OP 1.2 SUB-ACTIVITIES:

1. Develop terms of reference (ToR) and recruit a mid-line review Subcontractor
2. Validate tools for collecting data for mid-line and social cohesion perception survey
3. Collect data on mid-line and social perception cohesion
4. Conduct Mid-line Review including Social Cohesion Perception Survey
5. Prepare report on mid-line and social perception cohesion

OP 1.3 SUB-ACTIVITIES:

1. Finalize and validate training modules
2. Provide ongoing capacity building support to selected and approved local implementing partners
3. Conduct performance evaluation of each partner
4. Produce and validate a capacity-building report for each grantee

OP 1.4 SUB-ACTIVITIES:

1. Reinforce early warning & emerging conflicts monitoring and reporting to prevent escalation of tensions
2. Receive and review early warning messages or rapid response proposals
3. Reject, or submit to USAID for approval, rapid response concept notes
4. If approved, develop rapid response full proposal
5. Submit request for USAID approval of the rapid response proposal
6. Implement rapid response activities

OP 1.5 SUB-ACTIVITIES:

1. Participate in the quarterly conflict mitigation working group with USAID IPs (SPR - DFAP/FSP, IGA, CARPE, Tushinde, Kivu Value Chain)
2. Participate in all relevant coordination platform meetings or clusters
3. Organize regular bilateral meetings with strategic partners
4. Develop points of collaboration and learning agenda with other IPs and strategic partners

OP 1.6 SUB-ACTIVITIES:

1. Develop a calendar of planned activities for all possible relevant international recognition days
2. Identify and partners or committees that wish to organize these days
3. Support the organization of all activities
4. Produce reports

OP 1.7 SUB-ACTIVITIES:

1. Elaborate ToR of the meeting or field visit
2. Proceed with participant invitations
3. Organize the quarterly or joint field visits
4. Produce and validate the meeting or field report

OP 1.8 SUB-ACTIVITIES:

1. Develop agenda for the meeting
2. Coordinate a meeting date and participants
3. Share agenda with all attendees
4. Produce minutes with key action points

OP 1.9 SUB-ACTIVITIES:

1. Elaborate ToR of the all staff planning workshop
2. Share ToR with all staff and request feedback
3. Organize the planning and coordination workshop
4. Produce a report with key action points

OP 1.10 SUB-ACTIVITIES:

1. Elaborate ToR for the team building
2. Share ToR with all staff and request feedback
3. Validate the themes and facilitators
4. Produce report

OBJECTIVE I ACTIVITIES**A 0.1.1 SUB-ACTIVITIES:**

1. Conduct field visits to Kadutu and Kahuzi Biega to gather data that will inform activities
2. Contact authorities, community members and other stakeholders before start activities
3. Preliminary meetings with authorities, community members and other key stakeholders
4. Workshop introducing the project in which USAID's SPR video is shown

A 0.1.2 SUB-ACTIVITIES:

1. Collect additional data and information related to all actors intervening in Kahuzi Biega
2. Finalize the cartography of all key stakeholders including different donors
3. Final keys actors' cartography chart ready

A 0.1.3 SUB-ACTIVITIES:

1. Determine pre-existence or not of local peace and development committees
2. Solicit interest in new committees where needed with attention to gender/OMG representation
3. Hold community elections and validate choices
4. Establish or revitalize pre-existing committees by ensuring strong female and OMG representation and effective participation.

AI.1.1 SUB-ACTIVITIES:

1. Identify and validate the SCOs and LPDCs to be trained
2. Assess the capacity of selected SCOs and LPDCs in conducting participatory conflicts analysis process
3. Organize training sessions on conflict sensitivity, participatory conflict analysis, research and facilitation
4. Develop an accompaniment and capacity improvement evaluation plan for trained CSOs and LPDCs

AI.1.2 SUB-ACTIVITIES:

1. Facilitate the identification, validation of prioritized conflict subject to participatory conflict analysis
2. Support the facilitation of community participatory conflicts analysis processes

3. Support community presentation and validation of participatory conflicts analysis reports
4. Disseminate the community participatory conflicts analysis findings and reports
5. Collaborate with Objective 3 to integrate conflicts analysis findings into the community plans

A 1.2.1 SUB-ACTIVITIES:

1. Facilitate the validation of prioritized conflict subject to participatory action research process
2. Facilitate community PAR processes
3. Disseminate the community participatory action research findings
4. Collaborate with Objective 3 to integrate PAR findings into the community development Plans

A 1.2.2 SUB-ACTIVITIES:

1. Identify and review all base period community dialogues agreements
2. Support a monitoring and follow up mechanism toward the implementation of the agreements
3. Share community dialogues agreements with SK and NK Provincial Advocacy Frameworks
4. Conduct a quarterly evaluation to ensure better implementation of community dialogues agreements

A 1.2.3 SUB-ACTIVITIES:

1. Support LPDCs to elaborate their advocacy messages and strategies
2. Connect LPDCs from territories to the provincial level
3. Support the implementation of June 2019 Kinshasa recommendations by connecting local, provincial, national and regional levels
4. Support networking of advocacy partners by facilitating their participation in national, regional and International forums on conflicts, peace and women & OMGs
5. Facilitate creation of Civil Society Working Group for peace and stability in eastern DRC

A 1.3.1 SUB-ACTIVITIES:

1. Select and validate research partners to benefit STTA
2. Organize STTA to research validated partners based on validated plan
3. Produce STTA reports

A 1.3.2 SUB-ACTIVITIES:

1. Conduct a research on Kahuzi Biega conflict between Batwa and PNKB/ICCN
2. Review research and conflict analysis articles for publication
3. Organize presentation conferences or workshops (depending on the sensitivity of the data)
4. Identify publication spaces that are recognized and of good repute
5. Support publication and dissemination of research articles produced by local grantees
6. Support the validation, publication and dissemination of participatory conflicts analysis and high-level researches products

OBJECTIVE 2 ACTIVITIES

A 2.1.1 SUB-ACTIVITIES:

1. Validate the list of women/OMGs leaders to be trained
2. Validate training modules and practice tools
3. Train selected women/OMGs leaders on specific themes regarding transformative leadership, participatory governance, Rights, Gender, Advocacy, Communication, Community development planning, Entrepreneurship and conflict resolution
4. Organize experiential learning activities to provide opportunities to apply learning
5. Organize coaching opportunities between more established leaders and emerging ones
6. Evaluation the women mentoring leadership approach in line the development of practice toolkit

7. Link DRC women and OMG networks to national, regional and international networks

A 2.2.1 SUB-ACTIVITIES:

1. Validate the list of local leaders and authorities to be trained
2. Validate training modules and practice tools
3. Train selected women/OMGs leaders on specific themes regarding in participatory governance, Gender, Inclusion, Community development planning and conflict resolution
4. Link women leaders and OMGs representatives to local authorities through regular advocacy meetings and community dialogues.
5. Work with SK and NK Provincial Advocacy Frameworks to organize advocacy initiatives targeting provincial and national government institutions on women & OMGs' meaningful participation in decision-making bodies.

A 2.3.1 SUB-ACTIVITIES:

1. Hire STTA to conduct SASA! and Men Engage Training
2. Validation of the participants to attend the training
3. Apply the SASA! and Men Engage approach in community activities
4. Support campaign against social inequalities through awareness sensitization and advocacy event.
5. Disseminate broadcasts of radio platforms through which women/OMGs can air programming in which the public is engaged and sensitized to inclusion

OBJECTIVE 3 ACTIVITIES

A 3.1.1 SUB-ACTIVITIES:

1. Conduct technical assistance and kits needs assessment of existing livelihood groups
2. Revitalize existing livelihood groups based on needs assessment findings
3. Establish an accompaniment plan for livelihood groups

A 3.1.2 SUB-ACTIVITIES:

1. Identify women and OMGs' capacity to develop and implement livelihood
2. Conduct refresher training to selected partners on livelihood methodologies
3. Partners continue to train women and OMGs on livelihood methodologies.

A 3.1.3 SUB-ACTIVITIES:

1. Map existing livelihoods approaches in Kadutu and around Kahuzi Biega National Park
2. Conduct a study on potential livelihood approaches for Autochthones People
3. Train CSO partners to develop/adapt livelihood methodologies and training programs to be applied in target communities particularly Autochthones People
4. Train CSO partners on approaches to ensure inclusion of women in decision-making on livelihood methodologies and resource allocations within households/communities

A 3.1.4 SUB-ACTIVITIES:

1. Update private sector mapping in new targeted zones
2. Develop strategy on private engagement as a social responsibility and accountability
3. Orient communities around corporate social responsibility and accountability
4. Support communities to develop "win-win" strategies to attract private sector support
5. Engage private sector by organizing regular forums between communities and private sector

A 3.2.1 SUB-ACTIVITIES:

1. Contact chefferies and territories leaders
2. Organize working groups sessions between groupements and chefferies toward the integration of base period Community Development Plans into the Chefferies Plans
3. Recruit an STTA to support the community development plans integration process

A 3.2.2 SUB-ACTIVITIES:

1. Provide refresher trainings to service providers and users committees
2. Revitalize participatory dialogue mechanisms established in base period
3. Reinforce implementation plans quality monitoring

A 3.3.1 SUB-ACTIVITIES:

1. Community cohesion drivers and key message identified
2. Social cohesion plans established
3. Support cohesion drivers and communities to implement the plans
4. Support organization of cohesion events
5. Organize advocacy initiative building confidence between communities and government service providers

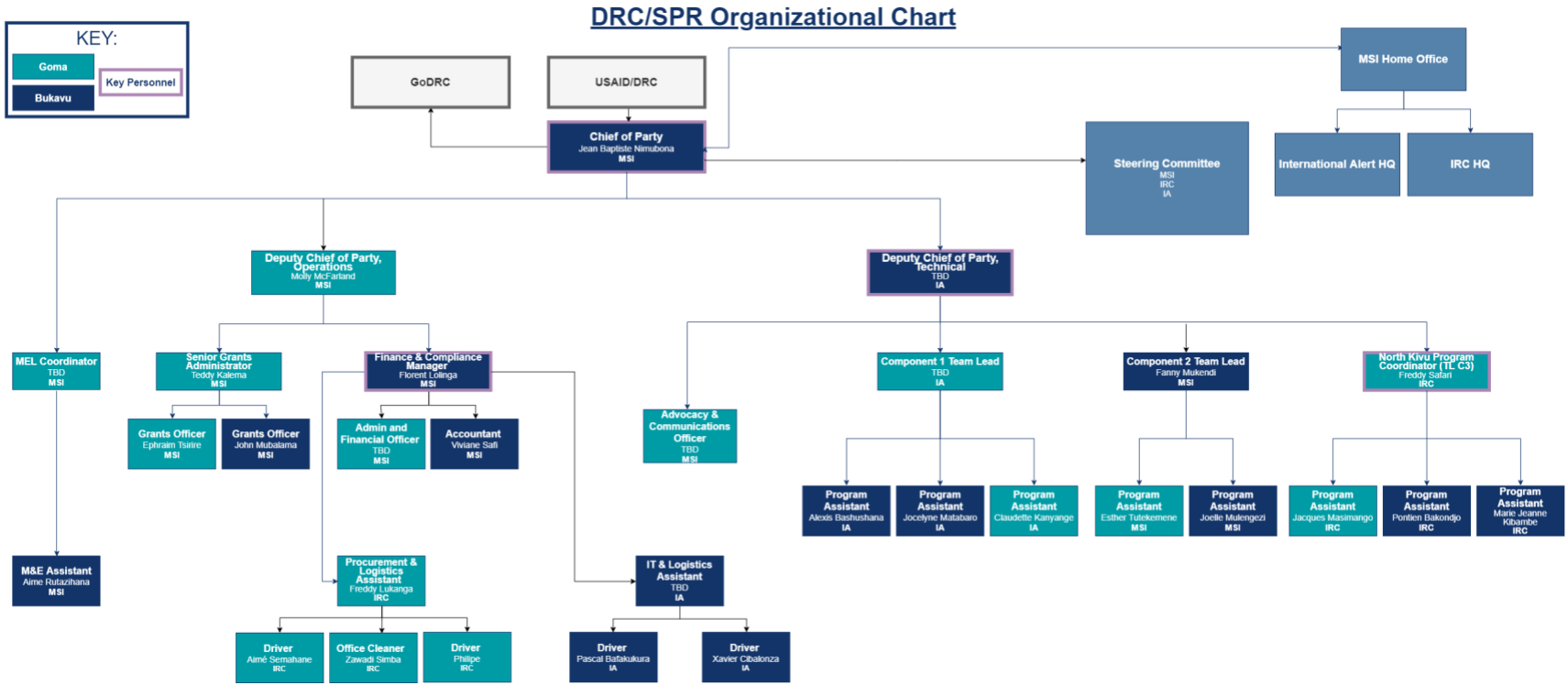
ANNEX 2: YEAR 4 WORKPLAN GANTT CHART

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ANNEX 3: ORGANIZATIONAL CHART



ANNEX IV: SCHEDULE OF DELIVERABLES

Deliverable:	Due Date:
Year 3 Annual Report	November 14, 2019
Year 4 Workplan	January 8, 2020
Revised Monitoring Evaluation and Learning Plan, including revised Performance Indicators Table and Performance Indicator Reference Sheet	January 8, 2020
Quarterly Progress Report: Q1 2020	January 31, 2020
Conflict Assessment #10	March 31, 2020
Conflict Assessment #11	March 31, 2020
Quarterly Progress Report: Q2 2020	April 30, 2020
Conflict Assessment #12	July 31, 2020
Quarterly Progress Report: Q3 2020	July 31, 2020
Year 5 Workplan	August 31, 2020
Year 4 Annual Report	October 31, 2020

ESTIMATED YEAR 4 BUDGET

The estimated budget for Year 4 of the SPR project is \$3,461,028.

Description	Amount
Salaries and Wages	\$521,010
Fringe Benefits	\$97,776
Allowances	\$121,773
Consultants	\$0
Travel, Transportation and Per Diem	\$39,124
Equipment	\$12,010
Supplies	\$3,624
Subcontracts and Grants	\$1,750,000
Other Direct Costs	\$325,274
Indirect Costs	\$418,646
Total Estimated Cost	\$3,289,237
Fixed Fee	\$111,622
Total Estimated Cost-Plus Fixed Fee	\$3,400,858