

**FONDS DU SECRÉTAIRE GÉNÉRAL POUR LA  
CONSOLIDATION DE LA PAIX  
MODELE DE DOCUMENT DE PROJET**



**DOCUMENT DE PROJET DU PBF**

Longueur : 12 pages maximum (plus page de couverture et annexes)

<b>Pays : République démocratique du Congo</b>	
<b>TITRE DU PROJET :</b> Construisons un avenir meilleur (CAM) : Le renforcement de la participation des jeunes dans la prise des décisions dans les hauts plateaux de Fizi, Uvira et Mwenga à l'Est de la République Démocratique du Congo <b>NUMERO de Projet / portail Gateway du MPTF-O (pour les projets en cours) :</b> 00113421 (PBF/IRF-275)	
<b>Modalité de financement du PBF:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>Indiquer si les fonds doivent être déboursés dans un fonds d'affectation spéciale ("Trust fund") (au lieu des comptes des organisations bénéficiaires):</b> <input type="checkbox"/> Fonds d'affectation spéciale national <input type="checkbox"/> Fonds d'affectation spéciale régional <b>Nom du fonds d'affectation spéciale :</b>
<b>Liste de l'ensemble des agences bénéficiaires directes des fonds du PBF (en commençant par l'agence chef de file), type d'organisation (ONU, ONG etc.) :</b> International Alert <b>Autres partenaires de mise en œuvre (gouvernementaux ou non-gouvernementaux) :</b> BVES (Bureau pour le Volontariat au service de l'Enfance et de la Santé) ADED (Appui au Développement de l'Enfant en Détresse) SVH (Solidarité des Volontaires pour l'Humanité)	
<b>Date approximative de démarrage du projet<sup>1</sup>:</b> 18 Décembre 2019 <b>Durée du projet en mois :<sup>2</sup></b> 24 mois <b>Zones géographiques (à l'intérieur du pays) de mise en œuvre du projet :</b> Sud Kivu - Groupement Basimukinje 1 (secteur d'Itombwe-Mwenga), Groupement Basimuenda (secteur d'Itombwe-Mwenga), Groupement Basimuniaka Sud (Secteur de Lulenge-Fizi), Groupement Bijombo (chefferie Bavira)	
<b>Le projet relève-t-il d'une des fenêtres de priorité spécifiques du PBF:</b> <input type="checkbox"/> Initiative de promotion de l'égalité des sexes <input checked="" type="checkbox"/> Initiative de promotion des jeunes <input type="checkbox"/> Transition entre différentes configurations de l'ONU (e.g. désengagement d'une mission de maintien de la paix) <input type="checkbox"/> Projet transfrontalier ou régional	

<sup>1</sup> Note: la date de démarrage du projet sera celle du premier versement.

<sup>2</sup> La durée maximum des projets IRF est de 18 mois et PRF de 36 mois.

**Budget total du projet PBF\* (par agence bénéficiaire) :**

International Alert : \$ 1 500 000

**Total PBF : \$ 1 500 000**

*\*Le budget total approuvé et le versement de la deuxième tranche, ou toute tranche supplémentaire, sont soumis à la condition d'être approuvés par PBSO, et à la disponibilité des fonds sur le compte du PBF. L'agence coordinatrice doit démontrer la dépense/engagement d'au moins de 75% de la tranche précédente et la soumission de tous les rapports PBF dus dans la période écoulée.*

**Toute autre source de financement destinée au projet (montant et source) :****PBF 1<sup>ère</sup> tranche (\_35%):**

International Alert : \$ 525 000

**PBF 2<sup>ème</sup> tranche\* (\_35%):**

International Alert : \$ 525 000

**PBF 3<sup>ème</sup> tranche\* (\_30%):**

International Alert : \$ 450 000

**Décrire brièvement en deux ou trois phrases le projet en expliquant succinctement son aspect urgent, son rôle catalyseur, sa tolérance au risque et son caractère innovant :**

Le projet vise l'inclusion des jeunes hommes et femmes des Hauts Plateaux dans la prise de décisions et les initiatives de dialogue pour la paix à tous les niveaux à travers le développement d'une pensée critique autonome du contexte et la prise d'action d'activisme social et plaidoyer auprès des décideurs. L'objectif vise par là-même la réduction du risque que les jeunes soient recrutés par les groupes armés actifs dans la zone, mais aussi d'assurer que leur voix soient entendues par les décideurs, notamment dans les stratégies de développement local. En effet, bien qu'il y ait depuis juin 2019 des initiatives de paix pour essayer de trouver une solution aux violences cycliques dans les hauts plateaux de Fizi, Mwenga et Uvira notamment le dialogue intra et intercommunautaire ; la voix des jeunes reste quasi absente dans tous ces processus de paix.

**Résumer le mécanisme de consultation adopté pour formuler le projet préalablement à la soumission à PBSO, y compris (i) via examen / consultation du Comité de pilotage du PBF, le cas échéant, et (ii) avec les communautés cibles et la société civile.**

Les trois partenaires locaux des OSC engagés dans le projet en tant que partenaires de mise en œuvre ont été activement impliqués dans la conception des activités et des résultats du projet à travers une série de consultations formelles et informelles. Le projet a été présenté revu et signé par ministre du Plan au Sud-Kivu et le Coordonnateur résident de l'ONU à Kinshasa. Il a aussi été présenté au DSRSG pour la protection et les opérations à Goma, et au bureau d'alignement de l'ISSSS à Goma.

**Degré de contribution à la promotion de l'égalité des sexes<sup>3</sup> : 2 \_\_\_\_****Spécifiez le pourcentage (%) et le montant (\$) du budget total du projet alloués aux activités directement liées à l'égalité entre les sexes / le renforcement des capacités des femmes :**

34% des extrants ; budget total alloué: 187 837,60 \$.

**Degré de risque du projet<sup>4</sup> : 2**

<sup>3</sup> **Score 3** pour les projets qui ont l'égalité entre les sexes comme objectif principal (minimum 80% du budget total est alloué à l'égalité entre les sexes et le renforcement des capacités des femmes).

**Score 2** pour les projets qui ont l'égalité entre les sexes comme objectif significatif (minimum 30% du budget qui va à l'égalité entre les sexes et le renforcement des capacités des femmes).

**Score 1** pour les projets qui contribuent d'une certaine manière à l'égalité entre les sexes, mais pas de manière significative (moins de 30% du budget total).

<sup>4</sup> 0 = risque faible pour la réalisation des résultats

1 = risque moyen pour la réalisation des résultats

2 = risque élevé pour la réalisation des résultats

**Sélectionner le domaine de priorité de l'intervention (« focus area ») du PBF résumant au mieux l'objet du projet (choisir un domaine seulement<sup>5</sup>) : 2.2 Gouvernance démocratique**

Le cas échéant, le résultat de l'UNDAF auquel le projet contribue : Résultat 1, 2013 - 2017 UNDAF de la DRC

Le cas échéant, **Objectif de Développement Durable** auquel le projet contribue : SDG 16 paix, la justice et des institutions fortes.

Le cas échéant, Objectif National Stratégique auquel le projet contribue : Programme de Stabilisation et de Reconstruction des zones sortant des conflits armés (STAREC), soutenu par la stratégie internationale de soutien à la sécurité et stabilisation (ISSSS).

**Type de demande :**

**Nouveau projet**

**Révision de projet**

**Pour les révisions de projet, sélectionnez tous les changements pertinents et fournir une brève justification à la fin du document :**

**Extension de la durée :**  Durée additionnelle du projet en mois : **6 mois ; 18 Décembre 2020**

**Changement de résultat / sujet :**

**Changement de l'allocation budgétaire entre résultats ou augmentation de plus de 15% par catégorie de budget :**

**Budget PBF supplémentaire :**  Budget supplémentaire par agence bénéficiaire :

**Brève justification de la révision :**

Depuis juin 2019 le contexte dans les hauts plateaux de Fizi, Mwenga et Uvira a connu un changement total et complexe qui a provoqué un mouvement massif de la population, la destruction de plusieurs villages et a rendu certains endroits inaccessibles. La violence, qui se manifeste par des affrontements intercommunautaires, elle de nature politique. Les « tireurs des ficelles » utilisent des groupes armés locaux et d'auto-défense pour créer l'instabilité dans la zone. Les jeunes vulnérables sont parmi les acteurs manipulés, avec beaucoup des actes violents attribués aux groupes Twigwaneho (aligné à la communauté Banyamulenge, et les groupes comme le Gumino) et le Biloze Bishamboke (aligné à la communauté Bafuliiru et aux groupes Mai Mai). L'implication des autres groupes (y compris des groupes avec des liens étrangers) a contribué considérablement à l'escalade des tensions.

Les jeunes sont à la fois parmi les principaux auteurs de violences, mais aussi parmi les principales victimes de la violence. Beaucoup des jeunes ont été convaincus – devant la destruction totale des champs et bétails de leurs familles – de rejoindre les groupes armés et de défendre la sécurité de leurs communautés. Leur confiance dans les autorités et les forces armées s'est détériorée. D'autres jeunes se sont déplacés dans les camps et en ville à Uvira dans la Plaine de la Ruzizi. Leurs études ont été interrompues et beaucoup des jeunes filles et garçons ont été obligés de prendre la responsabilité de la

<sup>5</sup> (1.1) Réforme du Secteur de la Sécurité, (1.2) État de droit, (1.3) DDR, (1.4) Dialogue politique  
(2.1) Réconciliation nationale ; (2.2) Gouvernance démocratique ; (2.3) Prévention/gestion des conflits  
(3.1) Création d'emplois ; (3.2) Accès équitable aux services sociaux

(4.1) Renforcement des capacités nationales de l'État ; (4.2) Prolongement de l'autorité de l'État/de l'administration locale ;  
(4.3) Gouvernance des ressources de consolidation de la paix et Secrétariat PBF

survie de leurs familles. C'est ainsi par exemple que certains hommes sont restés pour défendre leurs villages, bétails et champs.

Pendant cette période, il y avait des réponses urgentes pour essayer de trouver une solution à la violence, notamment le dialogue intercommunautaire organisé par le consortium Tujenge Pamoja kwa Ajili ya Amani (financé par les Fonds de Cohérence pour la Stabilisation, avec l'appui de l'Unité de l'Appui à la Stabilisation de la MONUSCO et le programme de stabilisation du gouvernement congolais, STAREC). Plus récemment, un cessez-le-feu a été signé entre certains groupes armés importants dans la région et un processus de dialogue intra-communautaire entre les Banyamulenge et séparément entre le Babembe était lancé. Ces deux derniers efforts ont été lancés par le Gouvernement à travers son Mécanisme National de Suivi des Accords d'Addis Abeba (MNS), avec l'appui technique de l'organisation Interpeace et partenaires locaux SVH et ADEPAE.

Cependant, la voix des jeunes est perdue dans tous ces processus de paix ; même s'ils ont utilisé des approches participatives, ils ont souvent fait recours aux communautés pour nommer les représentants communautaires qui ont participé dans les dialogues ; les jeunes femmes et hommes sont très rarement nommés/élus par les communautés, surtout pour les discussions sensibles sur la sécurité.

Dans ce contexte, le projet CAM, avec son focus sur le leadership des jeunes dans les questions de sécurité et paix, n'a jamais été aussi important.

Cependant, le contexte n'a pas facilité la mise en œuvre des activités clés du projet, avec des bénéficiaires en déplacement et le durcissement des positions des communautés. Certaines zones sont devenues inaccessibles ; la route pour Bijombo est aujourd'hui sur le contrôle des groupes armés, et les routes qui quittent Minembwe sont devenues des sites d'embuscades et des lignes de guerre entre les forces armées de la république démocratique du Congo (FARDC) et les groupes armés.

Les activités qui ont été spécifiquement affectées sont celles en lien avec les évaluations/recherche trimestrielles de score card de sécurité conduites par les jeunes, les réunions régulières mensuelles des structures communautaires de jeunes (groupes de dialogues/échanges entre jeunes et clubs de mentorat des jeunes, les échanges entre jeunes et parents – les dialogues intergénérationnels) ainsi que la mise en œuvre des 14 initiatives des jeunes. A cela s'ajoute aussi toutes les activités de plaidoyer et échanges d'expériences entre jeunes.

Une accalmie timide dans la zone observée depuis le début de l'année, suite à la réorganisation et déploiement des militaires dans la zone et le renforcement de la communication avec la population civile a été observée depuis janvier 2020. Noter que cette accalmie pourrait être influencée par l'issue des élections prévues en mai 2020 au Burundi suite à la présence du groupes armé Red Tabara hostile au pouvoir en place, rapportée dans la zone de hauts plateaux.

Parallèlement ceci a coïncidé avec l'éruption du virus de Covid-19 dans la RDC. L'introduction des restrictions du gouvernement en mars 2020 en réponse au Covid-19 a créé d'autres difficultés pour l'opérationnalisation du projet.

En effet, la RDC compte en date du 11 juin 2020 4 627 cas confirmés de Covid-19 ; ce qui a conduit le gouvernement congolais à prendre des mesures de prévention allant de la fermeture de frontières, prohibitions des réunions de plus de 20 personnes et transport en commun confiné jusqu'à l'isolement de la ville de Bukavu (le siège de l'équipe de gestion du projet CAM), où des cas ont été rapportés ; et cela pour une durée de 30 jours qui pourra être prolongée ou réduite selon le développement du contexte. Noter qu'aucun cas de Covid-19 n'a été rapporté dans la zone du projet. Depuis le 28 avril, la province du Sud Kivu a compté 180 cas confirmés du Covid-19 mais le risque d'enregistrer encore des nouveaux cas est toujours là.

Suite à une réunion organisée en date du 23 mars 2020 avec les 3 partenaires BVES, ADED et SVH pour adresser la question de l'impact du Covid 19 sur les activités du projet, certaines activités planifiées entre mars et mai 2020 ont été adaptées aux mesures de Covid-19, et d'autres reportées pour être récupérées pendant la période d'extension sans coût sollicitée dans la cadre de cette révision de projet (annexe1 : Plan de travail révisé).

Ce plan révisé est conçu en fonction de l'adaptation faite de certaines activités qui peuvent continuer d'être mise en œuvre au regard des restrictions. Cette adaptation sera continue au fur et à mesure que les mesures sont révisées par les autorités afin de s'assurer que les activités du projet sont exécutées de manière efficace et effective durant la période qui reste du projet et celle d'extension du projet que nous sollicitons. Ce plan de travail prend aussi en considération le retard enregistré entre juin et décembre 2019 à cause de la situation sécuritaire dans les hauts plateaux et l'extension sans coût permettra de rattraper le retard connu si la situation sécuritaire reste favorable à la reprise effective des activités.

#### A. ACTIVITES QUI CONTINUENT

Activité 1.1.5 : L'analyse des données score card de sécurité qui se fait au niveau de bureau de Alert Bukavu durant ce mois de Avril 2020 ;

Activité 2.3.1: Développement d'initiatives des jeunes d'activisme social.

#### B. ACTIVITES AJUSTEES/ADAPTEES AU CONTEXTE COVID-19

Activité 2.1.4.2 : Les réunions régulières/mensuelles d'échanges entre jeunes qui sont organisées en 4 groupes de plus ou moins 20 jeunes au lieu de 3 groupes de 25 jeunes comme initialement prévues ;

Activité 3.1.2 : Réunions régulières entre jeunes et parents organisées en 3 petits groupes de plus ou moins 20 personnes au lieu de 1 groupe de 50 personnes dans chacun des groupements.

Lors de la mise en œuvre de ces réunions les partenaires veilleront à l'inclusion de toutes les communautés dans chacun des mini groupes qui seront constitués afin d'atteindre le résultat attendu qui est de renforcer la cohésion sociale entre jeunes et parents de différentes ethnies. Noter que ces réunions qui ont été lancées au mois de mars 2020 il n'y a pas encore une dynamique de groupe qui s'est déjà créé, qui empêcherait la scission des groupes.

Activité 1.2.1.1 et activité 1.2.1.2 : La préparation du guide de débats entre jeunes (Livret de jeune messenger de la paix) et débats consécutifs.

Les débats sont organisés en petits groupes de 20 personnes au lieu de 30 comme initialement prévu.

Activité 1.1.6: Présentation trimestrielle des résultats score card de sécurité aux communautés.

Pendant cette période de confinement, les résultats de score card on la restitution des résultats sera faite à travers un échange par skype avec les partenaires ; et ensuite au cours d'une réunion regroupant 20 représentants des jeunes et leaders locaux au niveau de chacun des groupement cibles du projet.

Activité 1.1.7: Présentation trimestrielle des résultats score card de sécurité aux leaders et décideurs au niveau du territoire et de la province et plaidoyer.

Compte tenu des restrictions de voyage et de regroupement liée au COVID\_19 et le risque de ne pas avoir toute la disponibilité et attention des autorités, l'équipe du projet va partager avec les autorités territoriales et provinciales les résultats de score card de sécurité.

### C. LES ACTIVITES SUSPENDUES

Activité 2.3.2 : La mise en œuvre de 14 initiatives de jeunes qui prévoit des activités prévues telle que le plaidoyer avec les autorités, forums de réflexion entre jeunes femmes, redynamisation des structures locales de paix, caravane de paix conduite par les jeunes, mobilisation des jeunes pour la résilience face aux violences etc. regrouperaient plus de 30 personnes.

Activité 2.4.3 : Le lancement de la mini campagne conjointe de plaidoyer à Bukavu qui initialement était prévu en avril ne sera fait qu'après la levée des mesures édictées par le chef de l'Etat.

Activité 2.2.5 : Les réunions régulières/mensuelle de club de mentorat doit est suspendue comme les membres dépassent 20 personnes et représentent l'ensemble de jeunes de chacun des groupements cible du projet.

Le club de mentorat étant 1 au niveau de groupement on avait jugé bon de suspendre cette activité comme il y a un problème de mobilité sociale entre jeunes de différentes ethnies suite au regroupement géographique des communautés selon leur appartenance ethnique au regard du contexte

sécuritaire tel que décrit ci haut. La division de ce club n'offrirait donc pas aux jeunes de toutes les ethnies de briser l'isolement et d'augmenter la confiance que les jeunes ont envers eux et surtout de leur offrir un accès à des cas vécus et expériences diversifiées des jeunes.

**Cette demande d'extension sans coût du projet se motive principalement par tous les problèmes sécuritaires et sanitaires (Covid-19) décrits ci-dessus ayant limité l'accès dans la zone du projet qui ont surgi pendant l'exécution du projet.**

En effet, l'hypothèse de l'équipe projet est qu'on peut reprendre la mise en œuvre normale des activités à partir de juin 2020 selon le plan de travail révisé si les mesures Covid-19 sont levées et que la situation sécuritaire le permet dans la zone du projet. En cas contraire et si la crise continue, il faudra envisager si nécessaire la possibilité d'une autre révision du projet.

Pour ce faire un suivi au quotidien du contexte général de mise œuvre du projet sera mené par l'équipe du projet et des communications informelles seront faites au Bureau Intégré de la MONUSCO et au Bureau d'appui à la consolidation de la paix (PBSO) pour favoriser la prise de décisions au moment opportun.

Ainsi, cette période additionnelle du projet pourra donc nous offrir plus de flexibilité pour exécuter des activités du projet qui restent ainsi que l'évaluation finale du projet.

Enfin, il faut noter que cette révision n'impliquera aucun changement de l'allocation budgétaires ni de changement substantif important du projet et de son cadre de résultats. (cfr annexe 1 : Budget prévisionnel Janvier Décembre 2020 et Annexe 2 plan de travail janvier Décembre 2020)

<p><b>AGENCE RECIPIENDAIRE*</b></p> <p><b>INTERNATIONAL</b></p> <p>Nom du représentant: <i>[Signature]</i></p> <p>Signature: <i>[Signature]</i></p> <p>Nom de l'agence: <i>[Redacted]</i></p> <p>Date et visa: <i>02/07/20</i></p> <p><i>dit office@un.org</i></p>	<p>Représentant du gouvernement national</p> <p><i>[Signature]</i></p> <p><i>[Redacted]</i></p> <p>Date et visa: <i>[Redacted]</i></p>
<p>Coordonnateur régional</p> <p>Nom: <i>David [Redacted]</i></p> <p>Signature: <i>[Redacted]</i></p> <p>Date et visa: <i>01/07/2020</i></p>	<p>Bureau d'appui à la consolidation de la paix (PBSO)</p> <p><i>[Redacted]</i></p> <p>Site: <i>[Redacted]</i></p> <p>Sous-Secrétaire général pour la consolidation de la paix</p> <p>Date et visa: <b>July 13, 2020</b></p>

\* Veuillez inclure un bloc de signature dans le tableau pour chaque agence bénéficiaire du projet.



## I. Peacebuilding Context and Rationale for PBF support (4 pages max)

- a) A brief summary of **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age- sensitive.

The plateau region of South Kivu, eastern DRC, continues to experience an intense, protracted inter-communal conflict. This has centered on tensions between Banyamulenge and Babembe communities over territorial and power claims with additional competing claims made by the Bafuliro, Banyindu and Bashi communities. Conflict dynamics within the region are closely tied to wider political and economic dynamics at provincial, national and regional levels. Three key factors can be said to contribute to these tensions: a) **the territorialization of identity under the Belgian colonial administration which put ethnicity at the centre of politics:** Congo has never been governed in a way that has promoted the country's public assets, the rule of law or the well-being of its citizens<sup>7</sup>. A patrimonial and predatory style of governance has evolved out of the country's complex and violent development, that is fragmented, conflict-prone and constantly being renegotiated<sup>8</sup>; b) **political upheaval of the 1960s when ethnic boundaries hardened, becoming a reference point for future political mobilization.** The Babembe leadership have been fiercely opposed to any outside interference in their political affairs and organised disgruntled young people into an armed rebellion against central rule as far back as 1960s<sup>9</sup>. The dominant economic position that the Banyamulenge (Tutsi from Rwanda) have developed since their arrival in the region at the end of the 1800s, has led to clashes with traditional chiefs and neighbouring communities. The introduction of a multi-party political system in the 1990s and a political clause which required all high-ranking provincial administrators to originate from the province they were elected in, led to a fierce debate over nationality and was used to marginalize groups such as the Banyamulenge and Banyarwanda as "non-indigenous". Other organised movements against the Banyamulenge were orchestrated by leading political leaders, including Célestin Anzuluni Bembe Isilonyonyi, a Mobutist politician of Babembe origin. In 1996, violence erupted between young Banyamulenge recruited by the Rwandan Patriotic Front (RPF) and Anzuluni, local chiefs and other Babembe leaders<sup>10</sup>. Today the legacy of these military campaigns continues to be used to mobilise both young and old to defend their communities; c) **intense political competition provoked under recent democratisation, causing many political elites to appeal to identity in order to mobilise support**<sup>11</sup>: Entrenched ethnic and tribal divisions have been manipulated by leaders at all levels and other individuals with a stake in the economy for personal economic and political gain. Leaders create narratives drawing on historic incidents to inflame differences and persuade communities to turn on their neighbours. As recently as June 2018, 20,000 people were displaced from Bijombo, when intense fighting broke out between an alliance of Bafuliro, Babembe, and Banyindu self-defense forces against Banyamulenge aligned Twiganeho and Ngumino groups<sup>12</sup>.

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<sup>7</sup> "Ending the deadlock: Towards a new vision of peace in eastern DRC", International Alert (2012), pg 15

<sup>8</sup> "Ending the deadlock: Towards a new vision of peace in eastern DRC", International Alert (2012), pg 15

<sup>9</sup> "South Kivu: identity, territory and power in the eastern Congo", Koen Vlassenroot (2013), Usalama Project Report: Understanding Congolese Armed Groups, Rift Valley Institute, London, UK, ISBN 9781907431258, pg10

<sup>10</sup> Ibid, pg34

<sup>11</sup> Ibid, pg9

<sup>12</sup> Kivu Security Tracker – Monthly Report, June 2018

<https://kivusecurity.nyc3.digitaloceanspaces.com/reports/16/Monthly%20Report%20KST%20June%20-%20%20English%20-%20FINAL%20July%202026.pdf>

Insecurity is, today, as intense as ever, fueled by unstable political dynamics at the national level within DRC and in neighbouring Burundi, Rwanda and Uganda. Around 70 armed groups are currently active within South Kivu<sup>13</sup>, with the largest portion of these being located within the plain and the plateau. Geographic isolation and poor infrastructure make this mountainous region difficult to access, which provides further protection for armed groups able to operate freely. Increases in the number of armed groups in recent years are largely the result of fragmentation of existing groups, driven by the lack of robust demobilization programmes, a lack of military pressure, the ample resources at their disposal and the government's failure to offer armed combatants alternatives<sup>14</sup>. Although a number of these groups have foreign links, for example the Rwandan Forces démocratiques de libération du Rwanda (FDLR) – the largest armed group in the region - and the Nzabampema wing of the Burundian Forces nationales de libération (FNL) – their operations of late have focused less on attacks against their own country and more on local and national power dynamics within DRC<sup>15</sup>. This has complicated analysis of the conflict in the region and appears to have created unusual alliances between certain groups, for example between Hutu groups and groups aligned with Banyamulenge.

Most recruits to these armed groups are young people with a low level of education who do not have the opportunity to leave the region in search of alternative opportunities<sup>16</sup>. Children in these communities are often taken out of school to work and support their families. As little as 15% finish primary school<sup>17</sup>. Young girls tend to be the first to be taken out of school; their education is seen to be less of an investment once they marry although, in other cases, they are kept in education to increase the chances of attracting a higher dowry<sup>18</sup>. Those young people who do manage to get a university education often leave for larger cities, either the provincial capital Bukavu, or further afield, creating a “brain drain” in the plateau. For those that remain, economic opportunities are limited. Intense conflicts over land and inheritance laws mean that neither young men nor young women are easily able to access land. Some set up small businesses selling produce or offering services, but repeated pillaging by armed groups often renders this impossible and leads some to join opposing groups in vengeance<sup>19</sup>. The ready availability of weapons and impunity mean that there are few barriers to joining<sup>20</sup>.

Young men and women in the plateau have grown up with narratives of violence, division and displacement, which have helped to shape their normative frameworks and the decisions they make. The failure of previous conflict resolution processes to tackle the root causes of the conflict, means that the grievances, sense of injustice and shame of previous generations are handed down. Many have directly experienced displacement, whether for a few weeks or in some cases for months and years. Alert's own research shows that this has an important impact on the resilience to violence and coping mechanisms of young people, destroying social networks<sup>21</sup>. Young men are often forced to take on new roles as providers and protectors where

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<sup>13</sup> “The landscape of Armed Groups in the Eastern Congo”, Congo Research Group, December 2015, pg 4

<sup>14</sup> “The landscape of Armed Groups in the Eastern Congo”, Congo Research Group, December 2015, pg 7

<sup>15</sup> “Ibid pg 5

<sup>16</sup> “Analyse de conflit: Zone « Hauts Plateaux de Mwenga – Plaine de la Ruzizi » », Search for Common Ground, October 2014, pg 14

<sup>17</sup> “Ibid pg 6

<sup>18</sup> “Driven apart: How repeated displacement changes family dynamics in eastern DRC”, International Alert, Norwegian Refugee Council, Internal Displacement Monitoring Centre, and Climate Interactive, 2015, pg9

<sup>19</sup> “Local Voices – Twenty years old with a Kalashnikov”, International Alert, 2014 <https://www.international-alert.org/media/local-voices-twenty-years-old-kalashnikov>

<sup>20</sup> “Analyse de conflit: Zone « Hauts Plateaux de Mwenga – Plaine de la Ruzizi » », Search for Common Ground, October 2014, pg 14

<sup>21</sup> “Driven apart: How repeated displacement changes family dynamics in eastern DRC”, International Alert,

their parents are not able to fulfill these roles<sup>22</sup>. Living up to these gender roles can lead some to join armed groups where this helps them to validate their role of “protector”<sup>23</sup>. By contrast, some young women take up arms to force a change in their gender role<sup>24</sup>, which is one of submission to men, being respectful and obedient<sup>25</sup> - although roughly 2/3 of these girls are abducted rather than having volunteered<sup>26</sup>. Poorly designed DDR programmes have failed to impact the structural causes of conflict, underinvesting in reintegration, flooding local labour markets and failing to support young women associated with armed groups to reintegrate<sup>27</sup>. Both young men and young women face rejection by communities on return<sup>28</sup>, and experience serious trauma that affects their ability to actively participate in community activities.

Although there are many factors that contribute to this conflict, the lack of a transparent and inclusive processes to address conflict drivers creates suspicions and perceptions of bias between communities and is the underlying factor that facilitates violence and division. Young people are consistently left out of such decision-making - in a recent survey<sup>29</sup>, 62% said they do not currently participate in any such processes - and as a result they have a largely pessimistic view of their future. Many believe that decision makers feel young people create conflict and disrupt peace, and therefore do not see them as being able to make credible contributions to solutions. The top-down nature of traditional governance systems makes it difficult for young people to hold their leaders to account<sup>30</sup>. Where officials are elected, they tend to move to administrative centres and local constituents do not have the opportunity to hold them to their pre-election promises. The lack of trust in conflict resolution and governance processes causes some young men and women to turn to alternatives – such as those offered by armed groups – and reduces the incentives for peace. Where young people are given the opportunity to participate, low levels of education mean that few have access to the information they need to engage effectively (e.g. on how decisions are taken and their rights). Young people living in the plateaus have very little exposure to ideas other than those propagated by their community leaders (development initiatives tend to favour easier to access regions). Young women face particular constraints; from a young age they are encouraged to be submissive to male members of the community- some do not realize they have a right to participate. Participating can be risky where parents do not consider this socially appropriate for their daughters. Levels of education amongst young women tend to be lower than amongst young men and therefore some young women are less able to engage in formal processes. This also has a negative impact on young women’s confidence to put themselves forward to participate in projects aimed at strengthening inclusive decision making.

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Norwegian Refugee Council, Internal Displacement Monitoring Centre, and Climate Interactive, 2015, pg14

<sup>22</sup> “Driven apart: How repeated displacement changes family dynamics in eastern DRC”, International Alert, Norwegian Refugee Council, Internal Displacement Monitoring Centre, and Climate Interactive, 2015, pg14

<sup>23</sup> “War is not yet Over: Community Perceptions of Sexual Violence and its Underpinnings”, International Alert, 2010, pg36

<sup>24</sup> “What the girls say: Improving practices to reintegrate girls in DRC”, Child Soldiers International, 2017, pg17

<sup>25</sup> “War is not yet Over: Community Perceptions of Sexual Violence and its Underpinnings”, International Alert, 2010, pp 35

<sup>26</sup> “What the girls say: Improving practices to reintegrate girls in DRC”, Child Soldiers International, 2017, pg17

<sup>27</sup> “What the girls say: Improving practices to reintegrate girls in DRC”, Child Soldiers International, 2017, pg17

<sup>28</sup> “What the girls say: Improving practices to reintegrate girls in DRC”, Child Soldiers International, 2017, pg17

<sup>29</sup> Baseline report – Vijana Tunaweza project, July – August 2017

<sup>30</sup> “Analyse de conflit: Zone « Hauts Plateaux de Mwenga – Plaine de la Ruzizi » », Search for Common Ground, October 2014, pg 15

- b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**, how it ensures **national ownership** and how the project complements/ builds on any other relevant interventions in this sector/area, including any lessons from previous PBF support.

The UNPBF supports the implementation of the DRC Government’s programme for the Reconstruction of areas of armed-conflict in the East (STAREC) and the International Security and Stabilization Support Strategy (ISSSS) in eastern DRC. DRC’s Peacebuilding Priority Plan is fully aligned to the ISSS and is implemented in coordination with other governance mechanisms that manage donor support, including that of the UNPBF. Under the current phase of the ISSSS strategy, one of the key provincial stabilisation strategies focuses on South Kivu, and particularly the Baraka-Fizi-Minembwe axe, where this project will be implemented. The Peacebuilding Support Office (PBSO) is one of the most important donors to this fund. Alert is well positioned to ensure coherence between this project and the ISSSS stabilisation strategy, as it is one of the direct recipients of ISSSS funding in South Kivu, where we currently implement the “Tujenge Pamoja! Construisons ensemble!” project with 9 local partner organizations. While many of the thematic areas of work overlap with those of this project, the specific focus on young people in this project sets it apart from Tujenge Pamoja. Alert works in the some of the same regions being proposed in this project under Tujenge Pamoja (notably Basimuniaka, Bijombo and Basimukinje) – we have purposefully selected these areas to leverage the results of Tujenge Pamoja, specifically activities focused on strengthening the socio-economic resilience of young people demobilized from armed groups. This is one of the key lessons learnt from the Tujenge project where we have been able to combine dialogue and economic empowerment skills in a holistic approach. Until June 2019, when Tujenge Pamoja is due to end, we will seek to refer young people engaged under this UNPBF funded project to the Tujenge Pamoja economic activities<sup>31</sup>, providing another concrete opportunity for them to work together and building on the confidence they have built through the joint leadership activities under Outcome 1. After June 2019, we will undertake a mapping exercise of other economic development initiatives ongoing in the region and seek to make references and linkages to other projects in operation. One option is continued engagement with the Village Savings and Loans Associations created under Tujenge Pamoja and that will continue to exist beyond the end of the project. The small grants provided for social activism projects are intended to directly address conflict factors and therefore could also conceivably be used by the young people to develop economic activities if they identify this as being critical to the conflict. National ownership of the project will be reinforced through engagement with leaders at community and provincial level. Project activities (notably the social activism projects and advocacy campaigns) will be designed to directly contribute to ongoing peacebuilding processes being propagated by authorities and to support the implementation of territory level and provincial level development plans. These plans will form the corner stone of the activism and advocacy campaigns, which will be designed in close cooperation with leaders at territory level and provincial level. We will also identify ways of drawing on existing CSO advocacy platforms focused on calling for more inclusive approaches to peace and conflict resolution in South Kivu, such as that supported by the USAID Solutions for Peace and Recovery project. These platforms specifically target territory and provincial level leaders, including the office of the Minister of Plan and the Governor. This represents another key lesson learnt from our Tujenge project – notably the need to create national ownership by leveraging and aligning with momentum behind existing local authority led development strategies.

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<sup>31</sup> The Tujenge Pamoja project is due to come to an end in June 2019. After this point, we will undertake a mapping exercise of other economic development initiatives ongoing in the region and seek to make references and linkages to other projects in operation.

## Complémentarité avec des autres projets en cours

Nom du projet (durée)	Donateur et budget	Axes thématiques du projet	Différence / complémentarité avec la proposition actuelle
Tujenge Pamoja kwa Ajili ya Amani (juillet 2017 – février 2020)	Fonds de cohérence pour la stabilisation (7millions de USD)	Hauts plateaux (Mikenge, Bijombo, Minembwe, Itombwe) ; Moyens plateaux (Lemera, Kigoma) ; Plaine de la Ruzizi (Kamanyola, Sangé, Uvira, Bwegera)	Le projet a été mis en œuvre dans les mêmes sites (Bijombo et Minembwe) mais a focalisé sur la stabilisation plus large ; les activités avec les jeunes ont été focalisées sur les activités économiques
Solutions for Peace and Recovery (2016 – 2021)	USAID/ via MSI as lead	South Kivu (Kalehe, Bukavu, Walungu) et Nord Kivu	Focus sur le plaidoyer et analyse des conflits mais les zones d'intervention ne sont pas les mêmes pour ce projet CAM

## II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

- a) A brief **description of the project content** – in a nutshell, what results is the project trying to achieve, and how does it aim to address the conflict analysis factors outlined in Section I (must be gender- and age- sensitive).

The objective of this project is to promote coexistence and the peaceful resolution of conflicts in the plateau region by strengthening the capacities of young people to inform ongoing peacebuilding processes. The project has 3 results: **1) Improved understanding of how young men and young women in the plateau experience security and conflict:** young people will have an evidence base to advocate on priority conflict issues, lending credibility when they engage with other young people and decision makers. **2) Improved trust and understanding between young men and young women in the plateau:** the project will strengthen the resilience of young men and women from different ethnic and socio-economic backgrounds to violence and manipulation, by building relationships between young people across divides. Youth-led dialogues will provide young people with a space to understand each other's perspectives, jointly analyze security concerns and create a sense of solidarity across divides. Specific women-only or men-only activities (for example separate training sessions and separate dialogues) will be organised to tackle specific barriers that marginalized women and men face and to create an environment where young men are open to engaging effectively with young women and young women feel confident they will be taken seriously. A cadre of young leaders will be supported to scale up engagement with their wider community to encourage community wide engagement in finding alternatives to violence. Small grants for social activism projects will lead to practical actions aimed at tackling the drivers of conflict while joint projects at provincial level will create a conduit to scale up and sustain these efforts. Some of these initiatives may be specific to women – for example women only savings groups for

young women ex-combatants. **3) Increased engagement between young people, leaders, government authorities and parents on addressing conflict drivers in local development strategies:** building on the security scorecard (R1) and social activism projects (R2), a series of advocacy meetings and mini-campaigns will be organized to engage decision makers on peacebuilding and security issues through their local development strategies. Tried and tested participatory methodologies will facilitate an open debate on the peace and security implications of the local development strategies, and commitments will be monitored and follow up on through bilateral meetings. Provincial advocacy activities will ensure that there is an enabling policy environment for wider security issues to be effectively addressed and will target territorial administrators, sector chiefs, *chefs de poste d'encadrement administrative*, *chefs de poste d'agence de renseignement*, groupement chiefs, chiefs of *localités* and village chiefs, customary chiefs, heads of young people and gender services, heads of local development services, the national police and the FARDC.

The project will tackle key conflict drivers by **establishing multi-stakeholder processes** for understanding these drivers and developing inclusive solutions to addressing them. The project seeks to change perceptions around how conflict drivers are addressed by introducing a **transparent and inclusive framework** to understand and tackle these issues. This will provide fresh analysis and new entry points and will build trust between different communities and leaders so that they are more invested in solutions. Young men and women represent both the most susceptible group to being mobilized into using violence and future decision makers. The project will build trust through the leadership activities, dialogues and joint activities between young people across divides so that they are more resilient to mobilization into using violence against each other. As they become effective leaders and engage with the wider community through social activism and advocacy activities, parents, community members and decision makers will become more convinced of what young men and women are able to offer in addressing conflict drivers. Leaders will have access to realistic and credible analysis on which they will be able to develop effective policy responses and have greater incentives to open up decision making processes on peace and security. The young people will become important role models for others in their community to show that it is possible to come together across divides to address conflict drivers, therefore strengthening trust and confidence in these inclusive processes.

- b) **Project result framework**, outlining all project results, outputs, activities with indicators of progress, baselines and targets (must be gender- and age- sensitive). Use **Annex B**; no need to provide additional narrative here.
- c) Provide a **project-level 'theory of change'** – i.e. how do you expect these interventions to lead to results and why have these interventions been selected. Specify if any of these interventions are particularly risky.

The project is underpinned by three complementary theories of change:

**If** young men and women from different ethnic, political and socio-economic communities in the plateau region have greater confidence in each other, **then** levels of violence and conflict in the region will reduce **because** young people will be more resilient to attempts to manipulate them into using violence against each other. Assumptions: Pressures from parents and leaders to maintain the status quo are not so great that the project is unable to persuade young people to participate; young women are interested and encouraged to participate.

**If** young men and women become inclusive leaders in their communities, work together to build an evidence base of how young people experience conflict and jointly advocate for effective responses, **then** levels of violence and conflict in the region will reduce **because**

young people will be seen as having credible contributions to make to decision making on peace and conflict, and policy responses will be better able to effectively respond to their needs. Assumptions: Civil society have a space to engage young people, leaders, and the wider community on issues of recruitment into armed groups, peace and security

**If** parents and leaders in the plateau have a greater understanding of how their attitude towards gender, peace and conflict influences how young people behave and buy into the importance of responding to young people’s needs, **then** levels of violence and conflict in the region will reduce **because** parents and leaders will be incentivized and better able to change their attitudes, and thereby levels of manipulation of young people into violence will reduce. Assumptions: Decision makers and parents are persuaded to engage in these discussions and understand the importance of inclusive decision making for wider peace and security

Across all three theories of change, the project assumes that marginalized young people want and have time to participate in the leadership activities proposed and that community elders, chiefs, adults, leaders or other spoilers do not prevent them from taking on this active role in the community. To address these assumptions, Alert will actively engage with elders, chiefs, parents and leaders to ensure they understand the project approach and have the space to discuss and share their views. However, overlapping and competing centres of power and a general lack of impunity and accountability within decision making means that changing the attitudes and behaviors of leaders is likely to be challenging in the timeframe of this project. Alert has therefore designed the project to complement other initiatives ongoing in the region so that these can be leveraged, and networks can be developed across actors and projects that will allow the change process to be sustained beyond the end of the project (see III a for more details).

- d) **Project implementation strategy** – explain **how** the project will undertake the activities to ensure most effective and efficient achievement of results, including justification for geographic zones, criteria for beneficiary selection, timing among various activities, coherence between results and any other information on implementation approach (must be gender- and age-sensitive). No need to repeat all outputs and activities from the Result Framework.

The project will be implemented across 4 key geographic locations in the plateau: Groupement Basimukinje 1 (Itombwe-Mwenga sector), groupement Basimuenda (Itombwe-Mwenga), groupement Basimuniaka Sud (Lulenge-Fizi sector) and groupement Bijombo (Bavira chefferie). These locations have been selected to allow Alert to leverage existing networks for example with young people, local CSOs and authorities in the first three locations, where we have successfully trained 108 young people in leadership under the EU funded Vijana Tunaweza project. These young people will become the “youth leadership mentors” proposed in this project, cascading their technical expertise to a wider network of youth, which will, over time, reduce the need for external support. Young leaders will be able to draw on “allied” decision makers and encourage them to influence other leaders to have a greater impact in a short space of time. In all locations technical and financial support from the local government, CSOs and other peacebuilding actors is extremely limited. The fourth groupement, Bijombo, represents an area where Alert has not previously implemented activities but where the need for peacebuilding amongst at-risk young people is extremely timely. All targeted locations are adjoining, which will allow for the critical mass of young leaders to collectively pool and leverage their combined influence to effect high level change.

Direct beneficiary type	Total number		
	Men	Women	Total

Young leaders from the plateau	12	12	24
Members of youth dialogues	300	300	600
Members of mentor clubs	48	48	96
Bukavu young people (exchanges and joint actions)	12	12	24
Decision makers – groupement level	90	60 <sup>32</sup>	150
Decision makers – provincial level	45	30	75
Parents	125	125	250
Community members	200	200	400
	<b>757</b>	<b>712</b>	<b>1469</b>

The young men and women who will directly benefit from the project will be selected in an open and transparent way. They will be encouraged to put themselves forward and then local partners will select participants against the following **criteria**:

- Be aged between 18 and 35<sup>33</sup>
- Have completed primary education and can read and write to a basic standard
- Equal balance of young men and young women
- Equal balance of young people from different ethnic and marginalized communities
- Be open to engaging with young people from other communities
- Demonstrate their willingness to engage in social activism and are self-motivated
- Are not involved in more than 2 other similar initiatives in their community

The project will not specifically target young people who have been associated with armed groups, although we can expect that some may have this profile. Specifically targeting this very vulnerable group would require a much more comprehensive approach than Alert feels is achievable within the timeframe of this project, for example providing counselling services and comprehensive demobilization support<sup>34</sup>. This project will emphasize the strength of inclusion and the commonalities that exist between young people regardless of their background and experiences of conflict. As such, we welcome the participation of young people who have been associated with armed groups, but we will not look to single them out. Separate engagement activities will be organised where this is deemed appropriate at the start of the project to encourage marginalized groups (for example marginalized young women or young men from marginalized groups) to engage. We can anticipate that finding an equal number of young women prepared to engage in the project will be a challenge. Alert will ask young women what some of the barriers are to their engagement and seek to put in place appropriate mechanisms to overcome these (within the scope of the project) - for example referring young women to other projects offering literacy services so that they are able to meet the minimum criteria for selection as a leader. We will arrange activities at a time so that young women with families are also able to actively participate and seek to undertake activities locally to reduce the need for extended periods of time away from home. Where appropriate and

<sup>32</sup> As the number of women in decision making positions both at groupement and provincial level is much lower than the number of men who hold the same positions, we do not expect to be able to engage equal numbers of men and women at this level. The project will seek to engage with women decision makers wherever possible but it is outside the scope of this project to provide specific technical support to increase the number of women in these positions.

<sup>33</sup> A young person in the plateau region is typically characterised in the plateau region as someone who is male or female, over 18 years of age and not married, and is active and capable of participating in the development of their community (based on FGDs conducted by Alert in 2017). In more urban centres (such as Minembwe) young people can be assumed to be anywhere up to 45 years of age, while in the more rural areas where this project will target, young people tend to be considered 18 – 35. Young women who fall in this age bracket are often married which can be an obstacle to their engagement in the activities (either needing to get permission from their husbands to participate or because of the many additional family duties they need to meet).

<sup>34</sup> If we are approached by young people who are still associated with armed groups or have not been fully demobilized, we will refer them to MONUSCO and the Government of DRC's demobilization strategy, through contacts we have established through our Tujenge project.



necessary, separate women-only meetings will be held at the start of the project to support young women to build confidence to effectively engaged in mixed-sex meetings. Open assemblies will be held with all community members at the start of the project to introduce the project and encourage leaders and parents to allow young people to participate in the meeting. **Timing:** During a 3-month inception phase, beneficiaries will be selected, awareness raising activities will take place, the baseline will be carried out and the scorecard development will be planned. Following this, the scorecard will be developed, the first tranche of data will be collected against it. In parallel, the leadership and mentoring training will start so that within 6 months the dialogue groups and mentor clubs are fully functional. Activities with parents will also start within the first 6 months. The social activism projects will start in month 6 and run for 6 months, allowing enough time for young leaders to grasp the theoretical foundations of the approach and meet with other young people from Bukavu to get inspiration, while allowing sufficient time to implement a meaningful activity which will have sustainable results. These activism initiatives will then feed findings into advocacy activities, such as the tribunes d'expressions populaires and provincial level roundtables, which will take place between months 9 and 18, allowing sufficient time for follow up with government authorities to increase national ownership. The exit strategy will be developed and start to be implemented from month 12 to allow time for lessons gathering and a sustainable close out to the project.

**Coherence:** All three results are interdependent on each other. The first result will create the evidence base needed to develop credible advocacy arguments to policy makers and will help to inform the orientation of these advocacy messages for activities undertaken under result 3. the social activism initiatives (result 2) will ground this advocacy in the community and create the critical mass needed to pressure leaders into effecting a change. The combination will create changes at community and institutional level.

### **III. Project management and coordination (4 pages max)**

- a) **Recipient organizations and implementing partners** – list direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local know-how and existing capacity.

**Convening organization: International Alert (Alert)**, a UK based peacebuilding organization, has been working with local CSOs to resolve conflict in eastern DRC since 2002 through offices in Goma, Bukavu, and Kinshasa. We focus on the Kivus – including the plateaus of Fizi, Mwenga and Itombwe where we currently implement 2 projects– a 1m EUR EU-funded “Vijana Tunaweza” project (Feb2017 – Jan2019), supporting young people to develop conflict analysis and responses, and the 7m USD ISSSS funded “Tujenge Pamoja” project, South Kivu (July 2017 – June 2019), strengthening democratic dialogue, citizen-security actor dialogue, land conflict resolution, economic reintegration and SGBV responses. This UNPBF project will leverage the gains of these projects, using research produced recently under Vijana Tunaweza to hold public debates and develop advocacy, complementing this stand-alone research with continuous monitoring of the security context through the security scorecard and building on existing tried-and-tested training modules. **Implementing partners:** Alert will work with 3 partners who will be responsible for much of the direct implementation. Alert has worked with these partners and selected them based on their credibility locally and their technical and financial management expertise: **BVES - Bureau pour le Volontariat au Service de l'Enfance et de la Sante** has a strong track record of working with at-risk young people including young ex-combatants and child soldiers in the plateau. Based in Bukavu, they

have access to provincial decision makers. BVES will play three main roles within the project: a) **technical lead on leadership**: BVES are experienced in delivering this training and will support other partners to do the same (activity 2.2.4). b) BVES will also **lead on implementation of all activities in Bijombo** through their local AGAPE network. Few CSOs in Bijombo have the necessary financial capacity to manage the size of grant required for the comprehensive support programme that is needed. BVES will work with local CSOs through AGAPE to mobilise and train young leaders, thereby transferring technical knowledge to local CSOs. c) BVES will take the **lead on advocacy** activities at territorial and provincial level together with Alert, leveraging existing contacts and networks (outcome 3 and exchange activities under outcome 2). Total budget = \$272,209. **SVH - Solidarité des Volontaires pour l'Humanité** supports communities to engage in conflict transformation activities in the plateau of Fizi, where SVH leads a commission on peace, conflict transformation and intercommunity dialogue. SVH's main office is in Baraka; they also have a field office in Minembwe. SVH will lead all activities in **Basimukinje 1**, where they have a strong presence and are seen as a trusted interlocuter amongst different ethnic groups. In coordination with BVES, SVH will also take the **technical lead on the development of the security scorecard** (output 1) and will specifically support in **developing effective dialogue mechanisms**, supporting other partners in the project to strengthen dialogue facilitation skills (activity 2.1.1). Total budget = \$145,253. **ADED - Appui pour le développement de l'enfant en détresse** is a CSO based in Uvira supporting young people and children in the high plateau. They are a trusted interlocuter and mediator between Banyamulenge and Babembe communities. From its field office in Minembwe, ADED will support community mobilisation, dialogue and training activities in **Basimuenda and Basimuniaka Sud**, and, through its engagement with other partners in the project, will be responsible for ensuring that advocacy messages at provincial level are reflective of the needs and concerns of different communities in local level. Total budget = \$297,470.

**Tableau récapitulatif sur les organisations bénéficiaires :**

<b>Organisation bénéficiaire</b>	<b>Budget total dans l'année précédente</b>	<b>Sources principales du budget (donateurs etc)</b>	<b>Emplacement des bureaux dans le pays</b>	<b>Nombre de personnel existant (et combien dans les zones du projet)</b>	<b>Experts techniques existants pertinents au projet</b>
<b>Bureau pour le Volontariat au service de l'Enfance et de la Santé, « BVES » (asbl)</b>	<b>\$ 679 583,17</b>	<b>Fonds pour les Droits Humains Mondiaux; MONUSCO/RDC ; Jewish World Watch ; Comité International de la Croix-Rouge ; Work Together for Congo; World Children Prize Fund (WCPF); Prix Child 10 – Suède 2018 ; Comité des Ami(e)s du BVES ; KIDOGOs- Belgique et Rotary Club International Belgique, Fondation Roi Baudouin; International Alert (IA)-RDC (2018)</b>	<b>Nord-Kivu : 234 Maymoto, Kyeshero, Goma, ville de Goma Sud-Kivu : 349 Boulevard Emery Patrice Lumumba, Nyalukemba, Ibanda, Ville de Bukavu</b>	<b>Personnel à temps plein : 68 (31 femmes) Personnel à temps plein dans la zone d'implémentation du Projet (Nord-Kivu) : 22 (10 femmes)</b>	<b>1x Expert en plaidoyer sur la prévention de recrutement des jeunes enfants par les forces et groupes armés, en réhabilitation psycho-sociale ; 1 x Expert dans le domaine de la consolidation de la paix ; Coordination de la Coalition des OSC pour la</b>

					prévention du recrutement des jeunes enfants par les groupes armés, du RECAP et Secrétaire Permanent de la Synergie des Organisations des Droits de l'Homme (SODH) ; 1 x Expert en analyse des conflits ; 2 x Experts formateurs des jeunes en leadership et mentorat
SVH	\$ 343 195,70 USD	International Alert, Pain pour le monde et Eirene Grands-Lacs	Baraka	17 employés dont 3 basés dans la zone du projet	Encrage communautaire, experts dans le dialogue
ADED	\$ 259 541,00	DGD KIYO  ALERT	Uvira	14 agents dont 6 dans la zone du projet	Encrage communautaire, experts dans le dialogue

- b) **Project management and coordination** – present the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explain project coordination and oversight arrangements. Fill out project implementation readiness checklist in **Annex C**.

The project team will consist of: one project manager (100% LOE, Bukavu), responsible for overall contract management, quality assurance, reporting and financial management; one senior project officer (100% LOE, Bukavu), responsible for supporting and managing the implementation partners, quality assuring M&E data and supporting activities to be carried out in a timely and effective manner; and two focal points (100% LOE, Minembwe and Bijombo) responsible for ensuring activities are well coordinated within the region and monitoring the impact of project activities. Because the region is difficult to access, we will work through local partners with offices in the region (Minembwe). The 2 project focal points will provide mentoring, coordination and monitoring of partner activities, ensuring that these are in line with intended objectives. Alert will draw use its current remote management systems including an online M&E database allowing collected data to be shared in real time. Additional support will be provided by Alert's M&E team based in Bukavu and Goma, to adapt monitoring tools and triangulate data and analysis. Activities will be organised in central locations and sequenced to take place back-to-back where possible. Alert currently uses MONUSCO flights

that operate weekly between Uvira and Minembwe to travel to the region. Quality assurance will be undertaken by Alert’s Peacebuilding Portfolio Manager (9% LOE, Bukavu) who, together with the Senior Programme Design and Assessment Officer (15% LOE, London) will assure all budget monitoring and forecasts, technical strategies and methodologies, and results reporting. The Country Manager (9% LOE, Goma) will also quality assure these reports and ensure smooth coordination with UNPBF in country, MONUSCO and government. The Finance team in DRC (15% LOE, in both Bukavu and Goma), will support the team in budget monitoring, forecasting, and reporting. Oversight will be provided by the Senior Finance Officer for the Africa Programme (7% LOE, Goma) and the Head of Finance for the Africa Programme (5% LOE, London). Our Security advisor (Bukavu) will use Alert’s security information networks to determine the security situation daily, and activities will be adapted accordingly. This may mean that some activities are delayed or brought forward to account for potential spikes in violence. We will work closely with partners to track changes in the security context and plan for potential scenarios which will also be discussed and agreed upon together with UNPBF and other UN agencies operating in South Kivu.

- c) **Risk management** – assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation.

Level of risk (LoR): 1 = low, 2 = medium, 3 = high

<b>Risk</b>	<b>LoR</b>	<b>Mitigation</b>	<b>Update plan</b>
Volatile security context	2	Alert and partners receive regular updates from INSO, UNDSS and OCHA and adapt our security guidelines and SOPs accordingly. If tensions escalate, we will immediately coordinate with UNPBF concerning temporary or partial suspension and plan for completing activities.	Daily, through INSO and partners
Presence of armed groups	2	Alert will not engage directly with any armed groups but will raise awareness amongst the wider community (which may include armed groups). Our partners, how have engaged these groups, will track developments and ensure that there is no risk to project beneficiaries or staff.	Daily through partners
Managing spoilers	2	We will do a SWOT analysis, identifying allies and spoilers, and hold bilateral meetings with them to explain the project. We will use trusted interlocuters to convey this, will monitor spoilers’ reactions and continue to engage closely.	Inception and throughout the project
Misuse of funds	2	Monthly and quarterly financial checks, and close cooperation with staff and partners. Partners will sign an anti-bribery declaration, and a detailed financial due diligence assessment will take place prior to contracting. Coaching in financial management will be provided. Cases of fraud will be followed up by immediate investigation, fund transfers will be withheld and if severe, cooperation will be terminated, and reported to police.	Monthly and quarterly financial checks
Access to the region	2	The project team will be based in Bukavu and will use remote management systems with partners based in region. Monitoring trips will be undertaken quarterly which focal points based in Minembwe and Bijombo will provide quality assurance.	Daily, through partners, focal points

Staff burn out	1	Alert will discuss risks for burn out with staff and jointly identify strategies to manage this.	Weekly check-ins
Staff security	2	Alert has a comprehensive DRC security plans in place. Security risks are higher in rural areas, and SOPs are in place to limit exposure. We use adequate communication equipment when travelling (Thurayas and Codan radios). All staff are required to undergo HEFAT training and receive regular refresher courses every 3 years.	Plans are updated based on daily threat monitoring
Permits	1	Alert has been active in DRC for many years and has not encountered problems concerning staff permits or organisational registration	6-monthly

- d) **Monitoring and evaluation** – What will be the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include a break-down of M&E budget that the project is putting aside, including for collection of baseline and end line data for indicators and independent evaluation, and an approximate M&E timeline. Ensure at least 5-7% of the project budget is set aside for M&E activities.

The project manager will be responsible for overall M&E, engaging partner CSOs in this. At inception, partners will jointly develop a series of “everyday peace indicators” to measure more intangible concepts – such as “participation” and “empowerment”. Partners will be engaged in both the baseline and final evaluation (design, data collection and validation). The baseline will be led by the M&E team together with Alert’s Senior Adviser to the Great Lakes, establishing a qualitative and quantitative framework to measure project’s achievements. A final evaluation will take place in the last 3 months, led by an external consultant. This will include an in-depth desk-based review, and a 2-week field trip. Findings will be shared with partner organisations through a validation workshop and a final report (in French). Through quarterly reflection & planning sessions with partners, we will review results, test assumptions, and adapt planning. \$20,000 will be assigned to gender & conflict sensitivity training to ensure common understanding of core concepts; \$20,000 will be assigned to an inception workshop; \$3,000 will be assigned to developing the online Kobo data collection system; \$25,000 will be assigned to the baseline; \$ 4,800 will be assigned per quarter for monitoring & reflection/planning; \$30,000 will be assigned to the independent evaluation; \$25,000 will be assigned to annual coordination meetings; \$6,760 will be assigned for support from the MEL manager, \$6,282 will be assigned for data collection support from the MEL officer; \$18,031 will be assigned for deliverable specific support and technical oversight by the Senior Programme Design Officer and \$2,000 will be assigned for a quality assurance visit from HQ.

- e) **Project exit strategy/ sustainability** – Briefly explain the project’s exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do to try to ensure this support from the start.

Sustainability measures have been designed into the project – including a training of trainer approach to skills building and embedding capacities in partner CSOs. The cascade methodology allows trainers to adapt the programme to realities of different communities in which they are working, increasing the likelihood of change take-up. The people engaged in the project will undergo an individual level of change, changing their attitudes, level of confidence and behaviours towards others in their community. This type of change is fundamental and not easily reversed once participants have committed to making these changes.

The project will select young people who already have strong social networks that they can use to influence others. The project also includes activities with parents and decision makers in a conscious effort to create a more enabling environment for young leaders to operate in beyond the end of the project. Finally, the project will link the targeted young people up to wider already ongoing initiatives at other levels, such as the young parliaments and Rien Sans Les Femmes network. This will allow messages to be scaled up and provide much needed inspiration and ideas-sharing. However, it will also allow the young participants to the project to make important contacts with these existing networks, with whom they can continue to collaborate beyond the end of the project.

#### **IV. Project budget**

Please provide a brief justification for the proposed budget, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include funds for independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit.

Fill out two tables in the Excel budget **Annex D**.

Given the complexity of the context, the project will be managed by a Congolese national with a comprehensive understanding and experience of the plateau region. All travel costs are based on existing activities implemented in the same region and lessons learnt from this experience. Operating costs are based on existing contracts and current market rates. Robust M&E costs have been included, based on our experience of managing projects in this region, to ensure that partners have the tools and support they need to capture sound data. Contributions to support staff salaries are based on planned direct engagement in project activities, and are reflective of the complex operating environment, and the need to ensure collaboration and alignment with ongoing UN and government initiatives. See the M&E section above for a detailed breakdown of M&E costs, which will include \$30,000 for an independent evaluation. Costs for an independent audit have also been included at \$24,360 based on actual costs of audits for similar sized projects that Alert has recently implemented in DRC.

## **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

### **AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters.);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline:

<b>Timeline</b>	<b>Event</b>
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

### **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).



## **Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

### **Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

### **Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline:

<b>Timeline</b>	<b>Event</b>
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

### **Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

### **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent website (<http://www.mptf.undp.org>)

### **Final Project Audit for non-UN recipient organization projects**

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

### **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

### **Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>35</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>35</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

**Annex B: Project Results Framework (MUST include sex- and age disaggregated data)**

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p>Outcome 1: Improved understanding about how young men and young women in the plateau experience security and conflict</p>		<p>Outcome Indicator 1 a</p> <p>% increase in the number of men and women community members surveyed who are able to correctly identify the top 3 security concerns for young men and the top 3 security concerns for young women</p> <p>(disaggregated by: target area, sex, age, profession and ethnicity)</p> <p>Baseline:0 % of which are male community members: 0 % of which are women community members: 0</p> <p>Target: 60% % of which are male community members: 50% % of which are women community members: 50%</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: % of which are male community members: 0 % of which are women community members: 0</p> <p>End of 18 months: 60% % of which are male community members: 50% % of which are women community members: 50%</p>
		<p>Outcome Indicator 1 b</p> <p>% increase in the number of young men and young women surveyed who can articulate the difference between the causes and the consequences of the insecurities they experience</p> <p>(disaggregated by: target area, sex, age and ethnicity)</p> <p>Baseline: 0 % of which are male community members: 0 % of which are women community members: 0</p> <p>Target: 60% % of which are male community members: 50% % of which are women community members: 50%</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: 30% % of which are male community members: 50% % of which are women community members: 50%</p> <p>End of 18 months: 60% % of which are male community members: 50% % of which are women community members: 50%</p>

		<p>Outcome Indicator 1c</p> <p>% increase in the number of decision makers at territorial and provincial levels who report that they receive credible information and evidence from young people on which decisions can be taken to address insecurities in the community</p> <p>(disaggregated by: target area, sex, age, level and type of decision-making authority, role)</p> <p>Baseline: 0 % of which are male community members: 0 % of which are women community members: 0</p> <p>Target: 60% % received from young men: 50% % received from young women: 50%</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: 0</p> <p>End of 18 months: 60%</p> <p>50% received from young men 50% received from young women</p>
	<p>Output 1.1 Youth security scorecard</p> <p>List of activities under this Output: A1.1.1 Sensitization to attract young people to participate A1.1.2 Training of young people on the scorecard methodology A1.1.3 Data collection for the scorecard A1.1.4 Validation of the scorecard framework and baseline results A1.1.5 Quarterly data collection and analysis against the scorecard A1.1.6 Quarterly presentation of results of the scorecard to communities A1.1.7 Quarterly presentation of results of the scorecard to leaders and decision makers at territory and provincial level and advocacy A.1.1.8 Production of a final report of the scorecard and distribution</p>	<p>Output Indicator 1.1.1</p> <p># of reports of the scorecard undertaken during the project</p> <p>(disaggregated by: target location)</p> <p>Baseline: 0 Target: 6 reports</p>	<p>Quarterly reports, activity reports</p> <p>Quarterly basis</p>	<p>End of 12 months: 4</p> <p>End of 18 months: 6</p>
		<p>Output 1.1.2</p> <p># of young men and young women regularly inputting to the scorecard</p> <p>(disaggregated by: target location)</p> <p>Baseline: 0 % of which are male community members: 0 % of which are women community members: 0</p> <p>Target: 180 % of which are male community members: 50% % of which are women community members: 50%</p>	<p>Quarterly reports, activity reports</p> <p>Quarterly basis</p>	<p>End of 12 months: 180 % of which are male community members: 50% (60) % of which are women community members: 50% (60)</p> <p>End of 18 months: 180 % of which are male community members: 50% (60) % of which are women community members: 50% (60)</p>

	amongst key state and non-state actors	Output Indicator 1.1.2 # of copies of the final report produced of the scorecard data distributed (to decision makers, community leaders, CSOs and other "change agents")  Baseline: 0 Target: 500 copies	Quarterly reports, activity reports, distribution lists  Quarterly basis	End of 12 months: 0 End of 18 months: 500
		Output Indicator 1.1.3 # of policy recommendations made at territorial and provincial level on the basis of the scorecard report  (disaggregated by: theme)  Baseline: 0 Target: 10 policy recommendations	Quarterly reports, activity reports, final score card report  Quarterly basis	End of 12 months: 0 End of 18 months: 10
	Output 1.2  Public debates based on the findings of the participatory action research undertaken under the Vijana Tunaweza project on the push and pull factors that explain why young people join armed groups.  List of activities under this Output: A 1.2.1 Organize a series of debates with key stakeholders (young people, community leaders, authorities, traditional chiefs) on the results of the participatory actions research at groupement level	Output Indicator 1.2.1 # of attendees at public debates to present the findings of the participatory action research  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 Men: 0 Women: 0  Target: 200 people Men: 100 Women: 100	Quarterly reports, activity reports, attendance/ registration lists  Quarterly basis	End of 12 months: 200 Men: 100 Women: 100  End of 18 months: 200 Men: 100 Women: 100
		Output Indicator 1.2.2 # of follow up activities organized on the back of the public debates with leaders and decision makers  Baseline: 0 Target: 5  % of follow up activities that have as their main objective to increase the engagement of young women in decision making: 40%	Quarterly reports, activity reports, meeting notes and attendance lists  Quarterly basis	End of 12 months: 3 End of 18 months: 5  % of follow up activities that have as their main objective to increase the engagement of young women in decision making: 40% (2 activities)

		<p>Output Indicator 1.2.3 # of examples of positive feedback captured through the public debates showing an increase in understanding of community members as to the push and pull factors mentioned in the report</p> <p>Baseline: 0 Target: 10 examples</p>	<p>Quarterly reports, activity reports, meeting notes and attendance lists</p> <p>Quarterly basis</p>	<p>End of 12 months: 5 End of 18 months: 10</p>
<p>Outcome 2: Improved mutual trust and understanding between young men and young women in the plateau</p>		<p>Outcome Indicator 2 a % increase in the number of young people from the plateaus engaged in the project who report that they feel would be comfortable marrying into a family from another ethnic group in their community from the beginning to the end of the project.</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 Young men: 0 Young women: 0</p> <p>Target: 50% % of target that are young men: 50% % of target that are young women; 50%</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: 0 Young men:0 Young women: 0</p> <p>End of 18 months: 50% % of target that are young men: 50% % of target that are young women; 50%</p>
		<p>Outcome Indicator 2 b # of recommendations made by young women through the dialogue groups that are taken up by the wider dialogue group and developed into social activism initiatives during the course of the project</p> <p>(disaggregated by: target area, age and ethnicity of the women making recommendations)</p> <p>Baseline: 0 Target: 10</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: 0 End of 18 months: 10</p>
		<p>Outcome Indicator 2 c # of examples of change in attitude or behavior of community members observed at provincial level effected through the collaboration between young</p>	<p>Baseline study, final evaluation</p> <p>Beginning and end of the project</p>	<p>End of 12 months: 0 End of 18 months: 8</p>

		<p>leaders from the plateaus and young leaders from Bukavu</p> <p>Baseline: 0 Target: 8 examples</p> <p>% of examples that relate specifically to the engagement of young women in decision making: 30%</p>		% of examples that relate specifically to the engagement of young women in decision making: 30%
	<p>Output 2.1 Youth-Facilitated Dialogues</p> <p>List of activities under this Output: A2.1.1 Training of partners on how to conduct a dialogue A2.1.2 Launch dialogue groups between young people and facilitated by young people A2.1.3 Training of dialogue facilitators A2.1.4 Regular meetings of the dialogue groups A2.1.5 Small fund for ad-hoc local initiatives arising out of the dialogues – i.e. a specific meeting with young women or a specific meeting with a target within the community</p>	<p>Output Indicator 2.1.1 # of youth dialogue groups established</p> <p>Baseline: 0 Target: 12 groups</p>	<p>Quarterly reports, activity reports, member lists</p> <p>Quarterly basis</p>	<p>End of 12 months: 12 End of 18 months: 12</p>
		<p>Output Indicator 2.1.2 # of meetings of the youth dialogue groups throughout the course of the project</p> <p>Baseline: 0 Target: 14 meetings per group</p>	<p>Quarterly reports, activity reports</p> <p>Quarterly basis</p>	<p>End of 12 months: 6 meetings per group End of 18 months: 14 meetings per group</p>
		<p>Output Indicator 2.1.3 % of young members of the dialogue groups who report having changed their behavior towards other young people as a result of the dialogue groups, including evidence of this change.</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 % of which are young men: 0 % of which are young women: 0</p> <p>Target: 70% % of which are young men: 50% % of which are young women: 50%</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 50% % of which are young men: 50% % of which are young women: 50%</p> <p>End of 18 months: 70% % of which are young men: 50% % of which are young women: 50%</p>
		<p>Output Indicator 2.1.4 # of young people from different ethnic groups who led a community initiative together (outside the project) following their participation in dialogue meetings</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 60 % of which are young men: 50% (30) % of which are young women: 50% (30)</p>



		<p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 % of which are young men: 0 % of which are young women: 0</p> <p>Target: 180 (30%) % of which are young men: 50% % of which are young women: 50%</p>		<p>End of 18 months: 180 % of which are young men: 50% (60) % of which are young women: 50% (60)</p>
		<p>Output Indicator 2.1.5</p> <p>% of youth-led initiatives (2.1.4) whose primary target group was women from different communities</p> <p>Baseline: 0 Target: 50%</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 60 End of 18 months: 180</p>
	Output 2.2	<p>Output Indicator 2.2.1</p> <p># of youth mentorship clubs established</p> <p>Baseline: 0 Target: 4</p>	<p>Quarterly reports, activity reports</p> <p>Quarterly basis</p>	<p>End of 12 months: 4 End of 18 months: 4</p>
	List of activities under this Output: A2.2.1 Training of partners in leadership and mentoring A2.2.2 Launch of leadership mentoring clubs A2.2.3 Training of young leaders on leadership in Bijombo (not previously targeted by Vijana Tunaweza) A2.2.4 Refresher training for young facilitators in leadership in other regions A2.2.5 Training on mentorship for young facilitators A2.2.6 Regular meetings of the mentoring clubs	<p>Output Indicator 2.2.2</p> <p># of meetings of the youth mentorship leadership clubs held during the project</p> <p>Baseline: 0 Target: 14 meetings per group</p>	<p>Quarterly reports, activity reports</p> <p>Quarterly basis</p>	<p>End of 12 months: 6 meetings End of 18 months: 14 meetings</p>
		<p>Output Indicator 2.2.3</p> <p>% of members of the mentoring clubs who demonstrate a positive change in the way they engage other young people in their activities as a result of their participation in the mentoring clubs</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 50% % of which are young men: 50% % of which are young women: 50%</p> <p>End of 18 months: 70%</p>

		<p>Baseline: 0  % of which are young men: 0  % of which are young women: 0  Target: 70%  % of which are young men: 50%  % of which are young women: 50%</p>		<p>% of which are young men: 50%  % of which are young women: 50%</p>
		<p>Output Indicator 2.2.4  # of initiatives carried out by young leaders from different ethnic groups in different communities (outside the project) following their participation in the mentorship scheme   (disaggregated by: target area/club, sex, age, and ethnicity of the young people)</p> <p>Baseline: 0  % of which are carried out by young men: 0  % of which are carried out by young women: 0</p> <p>Target: 57 (60%)  % of which are carried out by young men: 50%  % of which are carried out by young women: 50%</p>	<p>Quarterly reports, activity reports, case studies   Quarterly basis</p>	<p>End of 12 months: 28  % of which are carried out by young men: 50%  % of which are carried out by young women: 50%</p> <p>End of 18 months: 57  % of which are carried out by young men: 50%  % of which are carried out by young women: 50%</p>
	Output 2.3	Output Indicator 2.3.1	Quarterly reports, activity reports	End of 12 months: 0
	Support to develop youth-led social activism projects that directly address specific conflict drivers in targeted communities	# of youth-led social activism projects for peace in targeted communities	Quarterly basis	% of which are carried out by young men: 0 % of which are carried out by young women: 0
	List of activities under this Output: A2.3.1 Development of initiatives for social activism that address specific conflict drivers (preparatory and planning meetings) A2.3.2 Implementation of initiatives within communities A2.3.3 Presentation of results of initiatives to leaders and development of action plans aimed at following up	<p>Baseline: 0  % of which are carried out by young men: 0  % of which are carried out by young women: 0</p> <p>Target: 12 projects  % of which are carried out by young men: 50%  % of which are carried out by young women: 50%</p>		End of 18 months: 12 % of which are carried out by young men: 50% (6)  % of which are carried out by young women: 50% (6)
		Output Indicator 2.3.2	Quarterly reports, activity reports, attendance lists	End of 12 months: 0 % young men: 0 % young women: 0
		# of people engaged in youth-led social activism projects for peace involving different communities		

	A2.3.4 Referral of young people to socio-economic activities including VSLAs under Tujenge Pamoja	(disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 % young men: 0 % young women: 0  Target: 200 people % young men: 50% (100 people) % young women: 50% (100 people)	Quarterly basis	End of 18 months: 200 % young men: 50% (100 people) % young women: 50% (100 people)
		Output Indicator 2.3.3  # of examples of follow up conversations and actions with leaders based on social activism projects  Baseline: 0 Target: 16 examples	Quarterly reports, activity reports, case studies  Quarterly basis	End of 12 months: 8 End of 18 months: 16
		Output Indicator 2.3.4  # of examples of positive attitude and behavior change amongst community members documented within the targeted communities as a result of the social activism projects  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 Target: 20 examples	Quarterly reports, activity reports, case studies  Quarterly basis	End of 12 months: 10 End of 18 months: 20
	Output 2.4 Joint mini- advocacy campaign between young leaders from the plateaus and Bukavu  List of activities under this Output: A2.4.1 Preparation for exchanges A2.4.2 Exchange 1: between young leaders from the plateau and young people in Bukavu	Output Indicator 2.4.1  # of people from diverse ethnic groups engaged in the joint mini-advocacy campaign  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 % young men: 0	Quarterly reports, activity reports, attendance lists  Quarterly basis	End of 12 months: 700 % young men: 70% % young women: 30%  End of 18 months: 1000 % young men: 50% % young women: 50%

	A2.4.3 Launch of the joint mini-advocacy campaign in Bukavu	% young women: 0		
	A2.4.4 Exchange 2: between young leaders from the high and middle plateaus	Target: 1000 % young men: 50% % young women: 50%		
	A2.4.5 Close event of the mini-campaign in Bukavu and development of action plan for follow up	Output Indicator 2.4.2  # of young people from diverse ethnic groups engaged in the exchanges  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 % young men: 0 % young women: 0  Target: 50 people % young men: 50% (25 people) % young women: 50% (25 people)	Quarterly reports, activity reports, attendance lists on exchanges, exchange diaries of participants  Quarterly basis	End of 12 months: % young men: 0 % young women: 0  End of 18 months: % young men: 50% % young women: 50%
		Output Indicator 2.4.3  # of examples of follow up conversations and actions with leaders based on the joint youth mini-campaign  Baseline: 0 Target: 8 examples	Quarterly reports, activity reports, meetings notes  Quarterly basis	End of 12 months: 4 End of 18 months: 8
Outcome 3: Increased engagement between young people, leaders, government authorities and parents on addressing conflict drivers in local development strategies:		Outcome Indicator 3 a  # of examples of strategies developed at territorial and provincial level by decision makers aimed at addressing conflict drivers raised in the RAP after having participated in advocacy activities in the project  (disaggregated by: level of decision making)  Baseline: 0 Target: 2 examples	Baseline study, final evaluation  Beginning and end of the project	End of 12 months: 0 End of 18 months: 2
		Outcome Indicator 3 b	Baseline study, final evaluation	End of 12 months: 0 End of 18 months: 2

		# of joint advocacy activities organized with territorial and provincial level authorities on priorities identified in the RAP  (disaggregated by: level of decision making)  Baseline: 0 Target: 2 joint advocacy initiatives	Beginning and end of the project	
		Outcome Indicator 3 c  # of examples where a targeted decision maker has contacted the project and sought support in inputting into one of its development strategies to address the priority issues outlined in the RAP  (disaggregated by: target area)  Baseline: 0 Target: 4 examples	Baseline study, final evaluation  Beginning and end of the project	End of 12 months: 0 End of 18 months: 4
	Output 3.1  Parent- young people dialogue  List of activities under this Output: A3.1.1 Sensitization campaigns to explain the purpose of the dialogues and to identify interested parents and young people to take part A3.1.2 Training of dialogue facilitators A3.1.3 Launch dialogue groups between young people and their parents A3.1.4 Regular meetings of the dialogue groups	Output Indicator 3.1.1  # of parent-youth dialogues held  Baseline: 0 Target:12 dialogues	Quarterly reports, activity reports  Quarterly basis	End of 12 months: End of 18 months:
	Output Indicator 3.1.2  % of parents who report feeling more confident to engage young people in decision making and give examples of how they have started changing their behavior.  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 % of which are young men: 0 % of which are young women: 0  Target: 70% % of which are young men: 50% % of which are young women: 50%	Quarterly reports, activity reports, case studies  Quarterly basis	End of 12 months: 50% % of which are young men: 50% % of which are young women: 50%  End of 18 months: 70% % of which are young men: 50% % of which are young women: 50%	

		<p>Output Indicator 3.1.3</p> <p>% of young people who report feeling more confident to engage with parents in decision making</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 % of which are young men: 50% % of which are young women: 50%</p> <p>Target: 70% % of which are young men: 50% % of which are young women: 50%</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 50% % of which are young men: 50% % of which are young women: 50%</p> <p>End of 18 months: 70% % of which are young men: 50% % of which are young women: 50%</p>
		<p>Output Indicator 3.1.4</p> <p># of examples of how young people have started changing their behavior.</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 Target: 4 examples every quarter starting from month 9</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 4 End of 18 months: 8</p>
		<p>Output 3.2</p> <p>Advocacy strategy based on recommendations for addressing conflict drivers emerging from the RAP on push and pull factors for young people joining armed groups</p> <p>List of activities under this Output: A3.2.1 Meetings with young people engaged in the project to</p>	<p>Output Indicator 3.2.1</p> <p># of decision makers engaged through the advocacy strategy at territorial and provincial level</p> <p>(disaggregated by: target area, sex, age, and ethnicity, level of decision-making power)</p> <p>Baseline: 0 Target: 60</p>	<p>Quarterly reports, activity reports, attendance lists, advocacy target database</p> <p>Quarterly basis</p>

	identify priorities and develop an advocacy strategy (identifying targets and strategies) A3.2.2 Bilateral advocacy meetings between advocacy targets and advocacy allies	Output Indicator 3.2.2  % of advocacy strategy objectives achieved by the end of the project Baseline: 0 Target: 75%	Quarterly reports, activity reports, logframe of the advocacy strategy  Quarterly basis	End of 12 months: 50% End of 18 months: 75%
		Output Indicator 3.2.3  # of advocacy allies created during the course of the project who are in a position to influence decision making on policy at provincial level  (disaggregated by: target area, sex, age, and ethnicity, level of decision-making power)  Baseline: 0 Target: 5	Quarterly reports, activity reports, case studies  Quarterly basis	End of 12 months: 3 End of 18 months: 5
	Output 3.3  "Tribunes d'expression populaires" (public town hall meetings)  List of activities under this Output: A3.3.1 Training on the tribunes d'expression populaires methodology A3.3.2 Tribunes d'expression populaire meetings A3.3.3 Follow up actions based on results of the tribunes d'expression populaire meetings	Output Indicator 3.3.1  # of people who attend TEPs during the course of the project  (disaggregated by: target area, sex, age, and ethnicity)  Baseline: 0 % of which are young men: 0 % of which are young women: 0  Target: 2000 % of which are young men: 50% % of which are young women: 50%	Quarterly reports, activity reports, attendance lists  Quarterly basis	End of 12 months: 1500 % of which are young men: 50% (750) % of which are young women: 50% (750)  End of 18 months: 2000 % of which are young men: 50% (1000) % of which are young women: 50% (1000)
		Output Indicator 3.3.2  # of examples of positive change in behaviors and rhetoric of decision makers on the basis of the TEPs  (disaggregated by: target area, sex, age, and ethnicity, level of decision-making power)  Baseline: 0	Quarterly reports, activity reports, case studies  Quarterly basis	End of 12 months: 10 End of 18 months: 20

		Target: 20 examples		
		<p>Output Indicator 3.3.3</p> <p>% increase in number of young men and women surveyed who report being confident in the authorities addressing conflicts in their community</p> <p>(disaggregated by: target area, sex, age, and ethnicity)</p> <p>Baseline: 0 % of which are young men: 0 % of which are young women: 0</p> <p>Target: 40% % of which are young men: 50% % of which are young women: 50%</p>	<p>Quarterly reports, activity reports, case studies</p> <p>Quarterly basis</p>	<p>End of 12 months: 30% % of which are young men: 50% % of which are young women: 50%</p> <p>End of 18 months: 40% % of which are young men: 50% % of which are young women: 50%</p>



**Annex C: Checklist of project implementation readiness**

Question	Yes	No	Comment
1. Have all implementing partners been identified?	✓		
2. Have TORs for key project staff been finalized and ready to advertise?	✓		
3. Have project sites been identified?	✓		
4. Have local communities and government offices been consulted/ sensitized on the existence the project?	✓		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	✓		
6. Have beneficiary criteria been identified?	✓		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	✓		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	✓		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		

**Annex D: Detailed and UNDG budgets (attached Excel sheet)**