



**USAID**  
FROM THE AMERICAN PEOPLE



# WORK PLAN NARRATIVE: YEAR III

## USAID'S SOLUTIONS FOR PEACE AND RECOVERY

AID-660-TO-16-0004

August 31, 2018

### DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# WORK PLAN NARRATIVE: YEAR III

## USAID'S SOLUTIONS FOR PEACE AND RECOVERY

Contracted under Task Order AID-OAA-I-13-0042/AID-660-TO-16-00004

USAID's Solutions for Peace and Recovery

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International, a Tetra Tech Company.

# CONTENTS

- Acronyms .....ii**
- Introduction .....3**
- Operational Plan Activities .....5**
  - Teambuilding and Internal Planning..... 5
  - Improving Grants Management and Delivery..... 6
  - Working Toward Effective Integration of Conflict Sensitivity in Programming..... 6
- Objective 1: Community Stakeholders Identify Conflict Drivers and Agree on Solutions.....6**
- Objective 2: Participatory Solutions Implemented .....7**
- Objective 3: Resources for Community Development More Inclusively Allocated .....7**
- Annex 1: Year 3 Workplan Sub-Activities.....9**
  - Operational Activities ..... 9
  - Objective 1 Activities ..... 10
  - Objective 2 Activities ..... 12
  - Objective 3 Activities ..... 12
- Annex 2: Gantt Chart ..... 14**

## ACRONYMS

APS	Annual Program Statement
CBO	Community-Based Organizations
CDP	Community Development Plan
NEIC	National Electoral Independent Commission
CSO	Civil Society Organization
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
DFAP	Development Food Assistance Program
DNH	Do No Harm
FAA	Fixed-amount Award
FSP	Food Security Program
IGA	Integrated Governance Activity
IP	Implementing Partner
MOU	Memorandum of Understanding
MSI	Management Systems International
MTR	Midterm Review
OMG	Other Marginalized Groups
OP	Operational Activities
PAR	Participatory Action Research
RFA	Request for Application
SPR	USAID's Solutions for Peace and Recovery
STTA	Short-Term Technical Assistance
SUC	Service User Committee
ToR	Terms of Reference
USAID	United States Agency for International Development
ZOA	<i>Zuid-Oost Azië</i> (Dutch development organization)

# INTRODUCTION

The USAID's Solutions for Peace and Recovery (SPR) project is a three-year activity to increase social cohesion in targeted areas of North and South Kivu by increasing the participation of women and other marginalized groups (OMGs) in community-based participatory conflict analysis, prevention, resolution and recovery. USAID's Solutions for Peace and Recovery began August 30, 2016, under Task Order AID-OAA-I-13-0042/AID-660-TO-16-00004. As the project enters its third year on August 30, 2018, this Year 3 work plan takes into account the current project achievements and remaining work required to successfully reach approved project targets. This work plan is also presented in the form of a Gantt chart, which indicates timeframes for the execution of main activities and sub-activities described below. All sub-activities can be found in Annex I and as comments embedded into the Gantt chart in Annex II of this narrative and in the accompanying Excel document.

USAID's SPR anticipates implementation challenges associated with the national elections scheduled to take place between November 2018 and January 2019, according to the National Electoral Independent Commission (NEIC) calendar. As a result, the project plans to increase direct activity implementation before election season begins and will work with partners to do the same. In preparation, planning and coordination meetings with all staff and implementing partners will be a priority at the start of Year 3.

Year 3 strategies and approaches include:

- 1. Continue implementation of Year 2 key and strategic activities contributing to overall project performance:** Some key activities started in Year 2 will continue in Year 3, largely through partner implementation. These include conducting and presenting community participatory conflict analyses, supporting women's participation in a substantive role or position in a peacebuilding process, participatory action research, high-level research and the elaboration of community development plans (CDPs) integrating equitable and locally produced solutions to resolve conflict. USAID's SPR will continue to provide technical assistance to partners engaged in these activities.
- 2. Strengthen USAID's SPR advocacy work:** USAID's SPR will continue its ongoing advocacy work in Year 3 through two provincial advocacy frameworks that were established in North and South Kivu during Year 2. Members of the advocacy frameworks will receive capacity-building assistance in advocacy, negotiation, facilitation, mediation, leadership, gender, peacebuilding, conflict analysis and sensitivity and communication skills. With support from USAID's SPR, the two Provincial Advocacy Frameworks in North and South Kivu will take grassroots voices to provincial, national, regional and international levels. Additionally, groupement, territory and provincial activities such as community participatory conflict analysis results and research reports, publications and policy papers, will provide evidence for needs-based advocacy work. Further, USAID's SPR will disseminate CDPs to key stakeholders and potential donors as an advocacy tool to mobilize resources and support for the implementation of community participatory conflict solutions. This approach will connect decision-making bodies to the local communities and create a space for expression and dialogue for communities affected by conflict in the project's target zones.
- 3. Publish and disseminate USAID's SPR conflict mitigation work and results:** In Year 3, USAID's SPR will publish research articles and disseminate the results of community participatory conflict analyses. This information will provide insights on local conflict dynamics that can inform the advocacy work and programming of both USAID and non-USAID projects.

4. **Reinforce conflict early warning and rapid response mechanisms:** In Year 3, USAID's SPR will continue identifying and supporting participatory solutions for emerging tensions through existing partner networks and other civil society organizations (CSOs), including the two provincial advocacy frameworks established. Existing strategies and approaches to triangulate grassroots information will be reinforced to ensure accurate understanding of ground-level issues. USAID's SPR will continue to work with recognized organizations in this domain, such as Caritas.
5. **Reinforce the collaboration and synergy with USAID Independent Partners (IPs):** USAID's SPR will work closely with DFAP/FSP, IGA, Tushindi and Feed the Future Strengthening Value Chains projects to ensure the effective and better operationalization of the conflict mitigation working group launched in March 2018. USAID's SPR will ensure that regular quarterly meetings are organized and collaboration learning agendas and plans are defined and implemented. SPR will play a key role in this working group by sharing participatory conflict analysis and research findings and continuing conflict sensitivity training.

## OPERATIONAL PLAN ACTIVITIES

In light of lessons learned from Years 1 and 2 of project implementation, USAID's SPR has adjusted its core strategic approaches to implementation in Year 3, centering on strengthening the project's operational foundation through the following:

1. Teambuilding and internal planning;
2. Improving grants management and delivery;
3. Working toward effective integration of conflict sensitivity in programming

### Teambuilding and Internal Planning

To support staff cohesion and project continuity, USAID's SPR will organize quarterly planning and review meetings for all staff, alternating between Bukavu and Goma. These meetings aim to review new tools to facilitate implementation, share lessons learned from information and experiences over the previous quarter, plan for the quarter ahead and ensure that all staff are aware of and have the same understanding of project implementation goals, challenges and solutions. Quarterly planning will be extended to local implementing partners to allow them to participate in the planning and approval of quarterly activities. Coordination meetings with and among local partners will also be organized at the groupement, territory and provincial levels. On a semi-annual basis, USAID's SPR will add two to three days to the planning session that specifically focus on teambuilding, staff well-being and cohesion and address any problems that may have arisen within the team. At the start of Year 3, USAID's SPR will conduct an in-depth review of project achievements against objectives to-date to ensure strategic planning for the upcoming year.

USAID's SPR will continue to organize quarterly steering committee meetings involving the senior management of each consortium partner. These meetings will continue to review program updates, security concerns, challenges and opportunities facing USAID's SPR. In Years 1 and 2, steering committee meetings have helped to consolidate programmatic approaches and harmonization of some procedures across the USAID's SPR consortium, as well as build cohesion among partners at a senior level.

With regard to internal planning, USAID's SPR plans to review the targets and also conduct an internal midterm evaluation in Year 3 Quarter 2 to assess the progress in achieving the project's goal of building peace and reducing conflict in target communities. The project will engage the USAID Mission in DRC to develop the scope of this evaluation, but the project anticipates using the Social Cohesion Perception Survey report and recommendations from the data quality assessment from Year 2 in this evaluation.

USAID's SPR has developed a calendar of international advocacy events raising awareness around conflict mitigation and peace-building. Ahead of these dates, USAID's SPR will solicit interest from either its existing pool of local partners or new partners to implement activities on these days. Some of these activities, such as social cohesion campaigns during the celebration of International Day of Peace, have been anticipatively integrated into local partners' work plans whose contracts continue in Year 3.

#### YEAR 3 INTERNATIONAL EVENTS CALENDAR

Date	Event
September 21, 2018	International Day of Peace
November 26 – December 10, 2018	Sixteen days against Gender-Based Violence
March 8, 2019	International Women's Day
April 6, 2019	International Day of Sport for Development and Peace
May 21, 2019	World Day of Cultural Diversity for Dialogue and Development

Date	Event
June 19, 2019	World Day of Elimination of Sexual Violence in Conflict
August 12, 2019	International Youth Day

## Improving Grants Management and Delivery

During Year 2, USAID’s SPR learned that most of the selected implementing partners are not experienced with the fixed-amount award (FAA) mechanism. Partners received initial technical assistance in grants and financial training, but most of the grantees frequently submitted low-quality or incomplete submissions, which took excessive time for review and delayed implementation. In Year 3, USAID’s SPR plans to continue providing capacity building and organize more coordination and feedback meetings with grantees to ensure improvement toward support acceleration of milestones certification. The program will continue to implement internal measures and decisions related to improve grants management to ensure that systems and procedures are supporting more efficient grants management. For example, in Year 2, USAID’s SPR proposed a new management structure through the creation of the deputy chief of party, operations (DCOP Ops) position. This position will oversee and provide leadership to the Operations Unit, which will include grants team oversight. With the support of the DCOP Ops, roles and responsibilities of the grants team will be revisited to ensure better understanding and work distribution among the team. Additional measures, such as modification of local grantee contracts, will continue to ensure acceleration of milestones certification while respecting quality standards and compliance regulations.

## Working Toward Effective Integration of Conflict Sensitivity in Programming

The integration of a conflict sensitivity approach across USAID’s SPR activities was highly recommended in the Do No Harm (DNH) study completed in Year 2. During a refresher training for SPR staff, a quarterly DNH review was recommended to ensure full integration of conflict sensitivity approaches in SPR’s work. This will include an assessment of the utilization of the DNH assessment tools distributed to the SPR staff for further application. In Year 3, USAID’s SPR will implement its planned activities with continued use of conflict sensitivity approaches. USAID’s SPR will continue to sensitize local grantees and other USAID implementing partners (IPs) to integrate conflict-sensitive approaches in their interventions through trainings and workshops delivered through short-term technical assistance (STTA).

## OBJECTIVE I: COMMUNITY STAKEHOLDERS IDENTIFY CONFLICT DRIVERS AND AGREE ON SOLUTIONS

In Year 3, USAID’s SPR Objective I will continue the community participatory conflict analyses, participatory action research (PAR) and community dialogues started in Year 2. These processes will support the project and other key stakeholders in understanding the sources of existing conflicts and proposed solutions. Community participatory conflict analysis reports will be validated and presented to key stakeholders and target groups. Local research partner organizations will continue to receive technical assistance through trainings, documents review and coaching to help them deliver high-level research products with a better understanding of local context and alignment of interventions. Through Objective I, USAID’s SPR will continue to transfer skills and knowledge on conflict analysis, advocacy and communication, and conflict sensitivity to 192 civil society organizations (CSOs) in the Kivus.



In Year 3 of implementation, USAID's SPR Objective 1 will support the North and South Advocacy Frameworks to conduct advocacy initiatives using participatory conflict analysis and research. Learning and restitution sessions will be organized and bring together the SPR Team and Provincial Advocacy Framework members to share participatory analysis and research findings, including policy papers. This collaboration is expected to inform USAID's SPR's advocacy work across the local, regional and national levels.

USAID's SPR Objective 1 will continue to support the identification and review of research proposals aimed at producing a greater body of knowledge on the nature of conflict in the Kivus. Four research products out of five planned were selected in Year 2, and two of these have received grants and began implementation. Four additional research proposals have been identified and revised and will go through the validation and approval process in Year 3.

## **OBJECTIVE 2: PARTICIPATORY SOLUTIONS IMPLEMENTED**

During Year 3, USAID's SPR Objective 2 will continue to emphasize participatory governance and greater inclusion of women and other marginalized groups (OMGs) in decision-making spheres by strengthening their capacity to participate in decision-making processes, linking women and other marginalized groups to decision-making structures to ensure their inclusion in governance, and working to change attitudes and norms in enabling environments for greater inclusion and participatory processes to be practiced regularly and sustainably. Local partners will continue hosting mentoring clubs and weekly coaching sessions on leadership, self-esteem and confidence, public speaking, peace education, and women's rights to prepare women and other marginalized groups to become more active and participative in decision-making processes that affect their lives and their communities. USAID's SPR will support the creation of spaces to reflect on, exchange and learn from experiences with others. The project will also continue to facilitate dialogues between women and OMGs and local authorities to increase the reach of their voices.

USAID's SPR strategy for transforming norms and attitudes will continue with the dissemination and broadcasting of radio programs. Additionally, the project plans to disseminate and publish the rapid assessment report on norms and attitudes which prevent women and OMGs' empowerment in the targeted zones. In collaboration with North and South Kivu Advocacy Framework, USAID's SPR will also support women and OMG representatives to engage directly with provincial authorities and parliamentarians on the creation of an institutional framework that better supports gender equality.

## **OBJECTIVE 3: RESOURCES FOR COMMUNITY DEVELOPMENT MORE INCLUSIVELY ALLOCATED**

In Year 3, USAID's SPR Objective 3 will coordinate with other objectives, particularly Component 1, to ensure that community participatory solutions to prioritize conflicts are structured and consolidated.

The following priorities will support the realization of Objective 3 activities:

1. **Expand access to community and individual resources:** Objective 3 will continue to support partners in acquiring skills that facilitate resource expansion in their communities through refresher trainings and supporting the development of livelihood methodologies. USAID's SPR will organize linkage initiatives with private sector actors operating within or near

target communities. This approach will determine actors' willingness to work collaboratively with the project to support development and social cohesion processes.

2. **Improve quality and access to services:** USAID's SPR will continue to reinforce the capacity of user committees and service providers on service provision, quality standards, user rights and equitable access to ensure service providers' responsiveness to user demands and expectations. Regular forums between the two committees (users committees and service providers) will be organized to encourage and sustain a mutually respectful relationship.
3. **Support community development plans process:** USAID's SPR will continue to support local implementing partners, local authorities, local leaders and communities to facilitate CDPs integrating conflict resolution. USAID's SPR Objective 3 will also reinforce their capacity in the elaboration of monitoring plans to ensure that solutions are implemented according to schedule and in line with their overall development priorities. CDP dissemination forums bringing together key stakeholders, including private sector, government officials and donors, will be organized with the aim of supporting local entities in resource mobilization toward the implementation of participatory solutions.
4. **Improve social cohesion:** USAID's SPR Objective 3 will specifically support local peace and development committees to organize activities promoting social cohesion in their respective locations. A social cohesion activity plan and calendar will be elaborated, to include the celebration of various international days. Through Objective 3, USAID's SPR will be using its rapid-response mechanism to support various social cohesion events.

# ANNEX I: YEAR 3 WORKPLAN SUB-ACTIVITIES

This annex is presented in conjunction with the narrative and the Gantt chart in Annex II.

## Operational Activities (OPs)

### OP 1.1 Sub-Activities:

1. Execute recruitment process for conflict sensitivity STTA
2. Conduct refresher training workshop for staff, grantees, other USAID IPs
3. Conduct extensive capacity building in favor of local peace and development committees, local leaders and authorities
4. Produce, and share with partners and other USAID IPs, DNH and conflict sensitivity training tools
5. Produce conflict sensitivity integration assessments report on a quarterly basis

### OP 1.2 Sub-Activities:

1. Develop terms of reference (ToR) and conduct recruitment process of midterm review (MTR) consultants
2. Validate tools for collecting data for MTR and social cohesion survey
3. Collect data on MTR and social cohesion
4. Prepare report on MTR and social cohesion
5. Submit the MTR and social cohesion survey report to USAID

### OP 1.3 Sub-Activities:

1. Organize field activities related to the final evaluation
2. Participate in the evaluation review and validation workshop
3. Organize a final evaluation restitution workshop with key stakeholders

### OP 1.4 Sub-Activities:

1. Sign the memorandum of understanding (MOU) with identified organizations active in early alert
2. Fix early warning criteria with all existing potential partners
3. Receive and review early warning messages
4. Reject, or submit to USAID for approval, early warning alert concept note
5. If approved, develop early warning alert full proposal
6. Submit request for USAID approval of the early warning alert proposal
7. Contractualize and implement early warning proposal
8. Produce final report

### OP 1.5 Sub-Activities:

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

**OP 1.6 Sub-Activities:**

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

**OP 1.7 Sub-Activities:**

1. Provide capacity building in project administration and financial management, reporting and M&E, based on individual plans
2. Evaluate the improvement of each partner
3. Produce and validate a capacity-building report for each grantee

**OP 1.8 Sub-Activities:**

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

**OP 1.9 Sub-Activities:**

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

**OP 1.10 Sub-Activities:**

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

**OP 1.11 Sub Activities:**

1. Elaborate ToR
2. Share ToR with all staff and request feedback
3. Identify themes and facilitators
4. Produce report

**Objective I Activities****A 1.1.1 Sub-Activities:**

1. Receive and validate restitution reports
2. Elaborate activity ToR
3. Organize ceremonies of delivery of certificates to 192 CSOs
4. Produce report

#### **A 1.1.2 Sub-Activities:**

1. Validate index evaluation tool
2. Plan meeting with partners
3. Organize evaluation meeting with grantees
4. Produce evaluation index improvement report

#### **A 1.1.3 Sub-Activities:**

1. Train CSOs in Y2 remaining modules on conflict analysis, research and facilitation of conflict analysis at the community level
2. Implement participatory action research process (some organizations)
3. Facilitate DNH and conflict sensitivity sessions
4. Develop advocacy and communication tools

#### **A 1.1.4 Sub-Activities:**

1. Ensure that selected partners participate in ongoing CSO training on conflict analysis, research and facilitation
2. Provide technical assistance to CSO partners over the course of their project implementation

#### **A 1.1.5 Sub-Activities:**

1. Facilitate conflict analyses, reusing participatory processes
2. Oversee report-back and community validation of analyses and research findings at groupement and territory levels

#### **A 1.2.1 Sub-Activities:**

1. Facilitate the validation of prioritized conflict subjects to participatory action research process
2. Facilitate community participatory action research (PAR) processes
3. Disseminate the community participatory action research findings
4. Collaborate with Objective 3 to integrate PAR findings into the CDP

#### **A 1.2.2 Sub-Activities:**

1. Based on PAR findings and consensual plans, identify solutions that need a dialogue process
2. Identify community dialogue facilitators among partners or external consultants
3. Identify key actors in dialogue process
4. Support dialogue process and agreements
5. Produce report

#### **A 1.2.3 Sub-Activities:**

1. Support two Provincial Advocacy Frameworks to develop advocacy strategy
2. Based on capacity needs assessment, provide capacity strengthening to the two advocacy networks
3. Connect two provincial advocacy strategies to current SPR participatory conflict analyses and solutions
4. Support the implementation of advocacy strategy and plans, including: establish regular dialogue mechanisms between CSOs and government, organize parliamentary hearings in target locations, develop advocacy messages based on research, hearings and dialogues
5. Conduct periodic evaluation of advocacy strategy

### **A 1.3.1 Sub-Activities:**

1. Provide STTA to research partners based on validated plan
2. Produce STTA reports

### **A 1.3.2 Sub-Activities:**

1. Review research and conflict analysis articles for publication
2. Organize presentation conferences or workshops (depending on the sensitivity of the data)
3. Identify publication spaces that are recognized and of good repute
4. Support publication and dissemination of research articles produced by local grantees

## **Objective 2 Activities**

### **A 2.1.1 Sub-Activities:**

1. Train selected groups on specific themes regarding inclusion, participation and others
2. Organize experiential learning activities to provide opportunities to apply learning
3. Organize coaching sessions between more established leaders and emerging ones
4. Organize periodic leadership forums among women, including from the previous USAID project
5. Link DRC women and OMG network to national, regional and international resources

### **A 2.1.2 Sub-Activities:**

1. Link women leaders and OMGs representatives to decision-making structures through regular meetings and dialogues
2. Organize advocacy initiatives targeting government institutions on women and OMGs' meaningful participation in decision making bodies

### **A 2.2.1 Sub-Activities:**

1. Facilitate provincial restitution workshop of rapid assessment of prevailing norms and attitudes regarding the participation of women/OMGs in decision-making processes
2. Support community mobilization that promotes positive promotion and transformation of social norms and attitudes through using approaches like SASA! and Men Engage to build upon/expand sustainable methods
3. Facilitate dialogue/negotiations between women and OMGs and members of the government/parliament on gender equality
4. Support community collective and individual actions against social inequalities
5. Disseminate broadcasts of radio platforms through which women/OMGs can air programming in which the public is engaged and sensitized to inclusion

## **Objective 3 Activities**

### **A 3.1.1 Sub-Activities:**

1. Partners continue to train women and OMGs on livelihood methodologies
2. Identify women and OMGs supported with technical assistance and kits to develop livelihoods

### **A 3.1.2 Sub-Activities:**

1. Finalize mapping private sector activity in targeted zones
2. Orient communities around corporate social responsibility and accountability
3. Support communities to develop "win-win" strategies to attract private sector support
4. Engage private sector by organizing regular forums between communities and private sector
5. Collaborate with private sector to make small grants, as appropriate, for community livelihood projects and support the implementation of CDPs' participatory solutions

### **A 3.2.1 Sub-Activities:**

1. Support communities/local authorities and CSOs to map and prioritize services based upon communities' expressed need as source of conflicts
2. Facilitate the elaboration of community development plans on conflict mitigation and take into consideration service provision needs source of conflicts
3. Support the dissemination of CDP

### **A 3.2.2 Sub-Activities:**

1. Provide refresher trainings to user committees on legal framework on service provision and quality issues
2. Support user committees to advocate for a better improvement of quality services
3. Support user committee members to engage in dialogue platforms with service providers

### **A 3.2.3 Sub-Activities:**

1. Provide refresher trainings to service providers on legal framework on service provision and quality standards
2. Support service providers to implement service improvement provision plans and quality monitoring systems
3. Support service providers to establish participatory dialogue mechanisms with users

### **A 3.3.1 Sub-Activities:**

1. Cohesion drivers in planning and design committees supported to set an event calendar and plan cohesion events
2. Support cohesion drivers to mobilize resource support for cohesion events from SPR, private sector and other sources
3. Collaborate with private sector in target zones to support grant-making for social cohesion events
4. Organize cohesion events





SPR WORKPLAN YEAR 2

Code	Component / Activity	Goal	Partners	Coverage	Indicator	SPR WORKPLAN YEAR 2																																									
						Sep-18				Oct-18				Nov-18				Dec-18				Jan-19				Feb-19				Mar-19				Apr-19				May-19				Jun-19				Jul-19	
						W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4						
OP.1.8	Organize USAID's SPR quarterly Consultative Committee meeting	4 meetings and field evaluation missions organized with	USAID's SPR & partners	SK – Walungu, Bukavu, Kabare, Kalehe																																											
OP.1.9	Quarterly Steering committee meetings	Consolidate programmatic approaches	Senior management of each SPR	Goma, Bukavu																																											
OP.1.10	Organize internal planning and coordination	Annual, quarterly and monthly	USAID's SPR and Partners	SK – Bukavu NK – Goma																																											
OP.1.11	Organize Semi-annual staff team building	Contribute to increase staff	USAID's SPR	SK – Bukavu NK – Goma																																											

**COMPONENT 1: COMMUNITY STAKEHOLDERS IDENTIFY CONFLICT DRIVERS AND AGREE ON SOLUTIONS**

**SR-1.1 Strengthened local organizations conduct conflict analysis**

Code	Component / Activity	Goal	Partners	Coverage	Indicator	SPR WORKPLAN YEAR 2																																			
						W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4				
A1.1.1	Official delivery of certificates to CSOs	192 CSOs (92 CSO in S-K and 109 CSOs)	USAID's SPR	Bukavu and Goma	1.1b																																				
A1.1.2	Administrate of the final index to selected CSOs	CSO partners	USAID's SPR	Bukavu and Goma	1.1.a																																				
A1.1.3	Improve overall CSO capacity in the Kivus on conflict analysis, research and	192 CSOs trained in participatory community conflicts	USAID's SPR & partners	SK - Walungu, Bukavu, Kabare, Kalehe	1.1b																																				
A1.1.4	Improve participatory conflict analysis capacity among partners.	80% of selected partners have enhanced skills and	USAID's SPR & partners	SK - Walungu, Bukavu, Kabare, Kalehe	1.1a																																				





SPR WORKPLAN YEAR 2																																																					
Code	Component / Activity	Goal	Partners	Coverage	Indicator	Sep-18				Oct-18				Nov-18				Dec-18				Jan-19				Feb-19				Mar-19				Apr-19				May-19				Jun-19				Jul-19				Aug-19			
						W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4								
A.3.2.2	Improve efficacy of service provision demand side	Services mapped and prioritized by communities/ local	USAID's SPR, CSOs, Committees, LAs	SK – Kabare, Kalehe, Walungu, Bukavu	3b																																																
A.3.2.3	Improve efficacy of service provision on supply side	Regular dialogue on service quality	USAID's SPR, CSOs, Committees, LAs	SK – Kabare, Kalehe, Walungu, Bukavu	3.2a																																																
<b>SR 3.3 Participation in confidence building and peace promotion increased</b>																																																					
A.3.3.1	Support local peace and social cohesion initiatives that promote confidence	57 peace and social cohesion grants supported	USAID's SPR, CSOs	SK – Kabare, Kalehe, Walungu, Bukavu	3.3a , 3.3b																																																