PROGRAMME DES NATIONS UNIES POUR LE DÉVELOPPEMENT

Au service des peuples et des nations

DOCUMENT DE PROJET

[République Démocratique du Congo]

Intitulé du projet: Paix durable à travers le New Deal et du Nexus Développement-Humanitaire-Paix en RDC / New Deal 2

Numéro du projet: 00119175

Partenaire de réalisation: Société Civile, ONG, autres agences, Ministères du Plan, Ministères sectoriels, Gouvernements provinciaux **Date de réunion du CAP:** 24/01/2020

Date de démarrage: 26/11/2019 **Date d'achèvement:** 31/12/2020

Description succincte

La République démocratique du Congo a adhéré au nouveau Partenariat Mondial pour une aide efficace au service du développement ou "le New Deal pour un engagement dans les États fragiles" qui a été approuvé en novembre 2011 à l'issue du 4è Forum de haut niveau sur l'efficacité de l'aide à Busan (Corée du Sud). La RDC a été appuyée par le Bureau-Pays et le mécanisme du PNUD pour le New Deal depuis 2013 et cela a permis la réalisation des progrès fondamentaux, notamment l'évaluation sur la fragilité qui a identifié les causes profondes de la situation de fragilité, validée en 2014, actualisée en 2016 et 2018 et "One Vision, One Plan" partiellement réalisée grâce à l'intégration des objectifs de consolidation de la paix et de renforcement de l'État dans le Plan National Stratégique de Développement (PNSD). C'est dans ce cadre que le PNUD a développé le Projet New Deal 1 « Renforcer la gouvernance et les capacités des fonctionnaires pour accélérer la mise en œuvre du New Deal en RDC » en partenariat avec le Gouvernement de la Corée du Sud à travers la KOICA qui est à la fin de l'exécution et sa 2ème phase du projet New Deal 2 « Paix durable à travers le New Deal et du Nexus Développement-Humanitaire-paix en RDC » a été approuvée par le même bailleur pour la mise en œuvre de 2020 à 2021. Le projet vise l'atteinte des résultats suivants :

- Résultat 1 : Les capacités nationales et provinciales dans le processus de planification participative du New Deal sont renforcées à l'échelon provincial et sectoriel ;
- Résultat 2 : La feuille de route du COMPACT liée au New Deal actualisée en 2019 est mise en œuvre pour soutenir la coordination de l'effort de développement aux fins de l'exécution des plans de développement national et provincial ;
- Résultat 3 : La transition de l'aide humanitaire au développement est institutionnalisée par l'opérationnalisation du Nexus ;

Effet contribuant (UNDAF 2020-2024) :

Axe stratégique 1 - Effet 3 : D'ici 2024, les institutions publiques, les media et la société civile, au niveau central et décentralisé exercent efficacement leurs rôles pour une gouvernance démocratique apaisée, efficace et inclusive, porteuse d'effets sur la participation citoyenne et le renforcement de l'état de droit ;

Produit(s) indicatif(s) (UNDAF 2020-2024) :

- Produit 1 : Les citoyens, en particulier les plus vulnérables, ont accès à l'information et participent efficacement aux instances de prise de décision au niveau national, provincial et local ;
- Produit 4 : Les OSC y compris les organisations communautaires jouent un rôle déterminant dans l'amélioration de la performance des institutions et des communautés dans la réponse aux besoins des citoyens ainsi qu'à leur redevabilité ;

Total des ressources nécessaires (USD):		3.000.000
Total des ressources allouées (USD):		3.000.000
	TRAC du PNUD :	NA
	Donateur (KOICA) :	3.000.000
	Gouvernement :	NA
	Apports en nature :	NA
À financer :	NA	

Approuvé par (signatures) :

PNUD	Gouvernement
Dominic SAM Représentant Résident, PNUD	**S.E.M Elysée MUNEMBWE TAMUKUMWE** VPM Ministre d'Etat, Ministre du Plan
Date : 30/11/2020	Date : 04/02/2020

PNUD
Au service des peuples et des nations

KOICA
Korea International Cooperation Agency

Project Document

Project Title	**SUSTAINING PEACE through NEW DEAL[1] Implementation and Humanitarian-Development-Peace NEXUS[2] in DRC**
Executing Organization	UNDP DRC Country Office, Contacts: • Dominic Sam, Resident Representative • Laurent Rudasingwa, Deputy Resident Representative / Programme director • Etienne de Souza, Team leader in Inclusive Growth and Sustainable Development Email: etienne.de.souza@undp.org / Mobile: +243 812403800
Submission date	First submission: March 18, 2019 / Second submission: September 16, 2019

Target Country	Democratic Republic of the Congo (DRC)
Project Location	Kinshasa (base) and 6 provinces (Kasai, Kasai-Central, Kasai-Oriental, Lomami, Sankuru, Tanganyika)
Beneficiaries	• Direct Beneficiaries: - Ministries of Planning at national and provincial levels - 5 PSGs-related 3 ministries at national level - 4 Provincial Ministries of planning and provincial governments supported for Provincial Development Plan; - Participants in Fragile-to-fragile / South-South/peer learning missions (government, Civil Society, Academia, private sector); - 3 targeted pilot provinces supported for women, men, children, youths by transition from humanitarian aid to development with socio-economic reintegration; - H-D-P actors (government, civil society, agencies etc) supported with operational assistance from the project for operationalisation of the Nexus in the 3 targeted provinces • Indirect Beneficiaries: - Congolese population under the national and provincial development plans and PSGs-based sectoral plans - Congolese population benefited from the efforts of HDP Nexus
Project Period	2019-2021
Project Budget	Total Cost: 3,000,000 USD
Project Goal and Objective	• Goal: Bring Sustaining Peace and Sustainable Development into DRC • Objective: Strengthening national and provincial capacities at upstream-planning

[1] *The **New Deal** was developed through the International Dialogue on Peacebuilding and Statebuilding (IDPS), signed by 44 countries (g7+ group of self-identified fragile states and international development partners) in 2011 at the Fourth High Level Forum on Aid Effectiveness in Busan, Republic of Korea. This framework aims at the five Peacebuilding and Statebulding Goals(**PSGs**) identified as pathways out of fragility and to build resilience. They include: inclusive politics, security, justice, economic foundations, and revenue & services. International cooperation and partnership on fragility are defined and guided by the New Deal FOCUS and TRUST principles. '**FOCUS**' suggests: Fragility assessments, One vision-one plan; Country compact; Use of the PSGs to frame development priorities and plans; and Support for inclusive and participatory country dialogue. '**TRUST**' suggests: enhancing Transparency; Risk sharing, Use and strengthen country systems, Strengthen capacities and Timely (and predictable) aid.*

[2] *The "**H-D-P (triple) Nexus**" refers to the interlinkages between humanitarian, development and peace actors. In the UN's "New Way of Working (NWoW)," these actors are expected to work towards collective outcomes over multiple years, when appropriate. The United Nations ongoing reform process envisions UN agencies working in humanitarian, development and peace realms be working together more "cohesively." The approach seeks to capitalize on the comparative advantages of each sector to reduce need, risk and vulnerability following the recommendations of the World Humanitarian Summit (WHS) and in accordance with the 2030 Sustainable Development Goals (SDGs) agenda.(ICVA, 2018 'Learning stream:Navigating the Nexus')*

	level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC
Justification for Intervention	In continuing efforts for realistic and durable impact of the first phase of New Deal project funded by KOICA from the end of 2017 for 2 years, this project is proposed with aim to reinforce the national and provincial capacities with particular PSGs-based sectoral plans such as Justice, Economic foundation and Revenue (which are to be further consulted for identification of prioritised areas with New Deal actors including national and provincial governments, civil society, academia and private sector). This orientation was also one of recommendations taken away from the Fragile-to-fragile / South-South peer learning workshop conducted in Sierra Leone in October 2018 between New Deal actors of Sierra Leone and DRC in order for New Deal to go not just for planning itself, but also realisation. Among 26 provinces, UNDP with New Deal is currently supporting the elaboration of provincial development plans which will be continued in the second phase of the proposed project as this process provides development actors the basic orientation at the decentralised and provincial level and the most of the provinces have not yet even initiated the process of elaboration of the development plan. This will help orient towards resilience from fragility in the specific context of fragile and conflict-affected settings rather than focusing on general development agendas. On the other hand, for a realistic transition out of fragile situation, one of keys is a coordination among the actors particularly between national and international actors dedicated for the shared vision on long-term development whilst reducing humanitarian interventions. In this regard, a particular coordination between humanitarian aid, development and peace in the context of DRC will play a key role for better impact as the need has been well recognised (The United Nations World Humanitarian Summit held in Istanbul, Turkey, on May 23 and 24, 2016). As abovementioned, DRC's H-D-P Nexus Core team composed of UNDP, OCHA, UNICEF, the World Bank, the office of DSRSG and Stabilisation Support Unit (SSU) of MONUSCO, under the coordination of Deputy Special Representative of the Secretary General (DSRSG), Resident Coordinator (RC), Humanitarian Coordinator (HC) in the DRC, has been put in place for the operationalisation of the Nexus in the DRC. At this stage, a strategic note for operationalisation of the Nexus with some of concrete proposals called Nexus Pilots has been elaborated and this project is aligned with the first proposals of the Nexus Pilots targeting the 3 provinces. The long-term interventions to address the underlying causes of conflict is key and this will facilitate linking the existing humanitarian aid and development where the latter will be supported by this project with UNDP's interventions with a focus on strengthening institutions and institutionalisation of the Nexus with New Deal tools. Support of operation for the initiative of Nexus pilots such as joint analysis of the situation, a joint and coordinated planning and programming process with M&E indicators, effective coordination and designing of effective financing modalities for multi-stakeholder and multisectoral activities is planned and this will facilitate overall coordination among the humanitarian and development agencies at the field level. Fragile-to-fragile(f2f) / South-South cooperation or peer learning mechanism will be one of strategic back bone for each activity which is well aligned with the recent international engagement adopted on this modality during the second High-level United Nations Conference on South-South Cooperation in Buenos Aires in 2019 (Buenos Aires Outcome document, March 2019). This will be conducted in collaboration with UNDP SDG implementation facility in fragile and conflict-affected settings, g7+ which has a f2f match making matrix regarding the needs and strong capacities of specific areas of each g7+ member (g7+ Nairobi, 2016) as well as UNOSSC (UN office for South-South-Cooperation) to capitalise the existing network of Global South and establishing knowledge platform. For instance, as part of Compact implementation, development coordination system and aid/development management system in Burundi, Somalia and other g7+ member countries where governments have established the coordination mechanism and that is currently working properly. The IDPS's Peace Vision 2019-2021 has been launched on 15 July 2019 during the

	HPLF in New York and the three thematic priorities suggested and endorsed by the constituencies of g7+, INCAF-DAC members including the Republic of Korea and CSPPS will be integrated into the New Deal implementation in DRC to ensure; i) Enhancing national cohesion; ii) Advancing gender equality and the WPS Agenda and, iii) Supporting a peace-promoting private sector.
Expected (Project) Outcomes and Indicators	• **Project outcome 1**: National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels; - Key Indicators: ★ Number of PSGs-based sectoral plans elaborated and validated (baseline/target: 0/3); ★ Number of provincial development plans elaborated and validated (baseline/target: 4/8); • **Project outcome 2**: The COMPACT roadmap of the New Deal updated in 2019 is implemented to support development coordination for implementation of national and provincial development plans; - Key Indicators: ★ Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1); ★ Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1); • **Project outcome 3**: Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus; - Key Indicators: ★ Number of provincial-level task forces established for operationalisation of Nexus in the target provinces (baseline/target: 0/3); ★ Number of provinces that conducted joint analysis of the situation (baseline/target: 0/3); ★ Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level (baseline/target: 0/3);
Expected Outputs and Indicators	• **Output 1.1**: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018; Key Indicators: ★ Number of PSGs-based sectoral plans elaborated and validated (baseline/target: 0/3) • **Output 1.2**: The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus; Key Indicator: ★ Number of provincial development plans elaborated and validated (baseline/target: 4/8); • **Output 2.1**: The dialogue mechanism amongst development actors in DRC is strengthened; Key Indicators: ★ Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1); • **Output 2.2**: Effective financing modalities are designed; Key Indicators: ★ Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1);

	• **Output 2.3**: Compact preparation and implementation are monitored; Key Indicators: ★Number of mid-term monitoring report released on the New Deal roadmap implementation with a focus on Compact (baseline/target: 0/1) • **Output 3.1**: Coordination mechanism for operationalisation of Nexus is established and supported; Key Indicators: ★ Number of provincial-level task forces established for operationalisation of Nexus in the target provinces (baseline/target: 0/6); ★ Number of provinces that conducted joint analysis of the situation (baseline/target: 0/3); • **Output 3.2**: Joint and coordinated planning and programming process is supported; - Key Indicators: ★Number of provinces where Nexus pilots are implemented (baseline/target: 0/3), ★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level (baseline/target: 0/3) • **Output 3.3**: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level; - Key Indicators: ★Number of Nexus startups invested (baseline/target: 0/6)
Intended Activities	• **Activity 1.1.1**: Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors; • **Activity 1.1.2**: Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level; • **Activity 1.1.3**: PSGs-based sectoral plans are elaborated and validated at the sectoral level; • **Activity 1.2.1**: Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors; • **Activity 1.2.2**: Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level; • **Activity 1.2.3**: Provincial development plans are elaborated and validated at the provincial level; • **Activity 2.1.1**: Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT; • **Activity 2.1.2**: Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period; • **Activity 2.2.1**: Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT; • **Activity 2.2.2**: An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed; • **Activity 2.3.1**: Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring; • **Activity 2.3.2**: The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored; • **Activity 3.1.1**: Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning; • **Activity 3.1.2**: Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;

	• **Activity 3.2.1**: Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai); • **Activity 3.2.2**: Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans; • **Activity 3.3.1**: Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors; • **Activity 3.3.2**: Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;
Cross-cutting Issues Consideration	• At least 15 percent of the entire allocated project budget spent on promoting gender equality and women's empowerment (UNDP's New Deal Implementation Facility Strategy, 2017-2021) • Gender-balanced delegations in workshops and meetings and to gender-mainstream national policy and strategy drafting processes with women's groups to review New Deal implementation and operationalisation of Nexus from a gender perspective in line with the IDPS Peace Vision's second thematic priority
Arrangement	• Managed by UNDP DRC Country Office • Implemented by project unit based in Kinshasa in close coordination with the Government and local authorities, and where UNDP has offices. • Cooperating with the Ministry of Planning, the sectoral ministries and the target provinces' governments and ministries
Implementation Structure	• The project will be directly managed by UNDP with the Direct Implementation Modality (DIM) and UNDP's policy and procedures on the DIM will be applied. UNDP will be responsible for financial management, monitoring of results and reporting to the donor, KOICA. • UNDP will create a Project Unit with a Project manager that reports to the IGSD Team leader. The project will set up a Project Board (Steering committee) composed of the Ministry of Planning, the sectoral ministries, Platform of CSOs, KOICA and UNDP.
Partner organisation	• Partnership with local implementation partners will be built on expertise and experience of the intervention areas in particular for the activities of pilot operationalisation of Nexus at the provincial level • Public-Private Partnership will be promoted with possibility to partner with Korean companies and NGOs specialised in the proposed areas for innovation and bottom-up oriented new way of working in operationalisation of Nexus in provinces
Plan for Monitoring and Evaluation	An annual monitoring and evaluation plan will be developed based on the annual work plan developed by the project and the UNDP Quality Assurance Unit (UPAQ).
Plan for Reporting to KOICA	With respect to the reporting for this project, UNDP will report to KOICA with the standard annual certified financial reports along with narrative progress reports focusing on the results.

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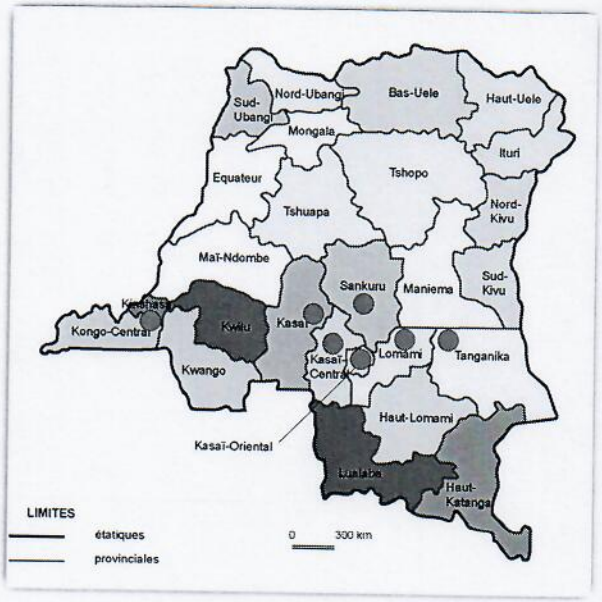
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1. Situation Analysis

1.1. Context of the Project

1.1.1. Map of target country and project site

The proposed project will be mainly implemented in Kinshasa, the capital city of the Democratic Republic of the Congo (hereinafter the DRC). Kinshasa, the headquarter of national institutions, is strategically important for the project ownership by the central authorities and sustainability of achieved result. The other six provinces (Tanganyika, Kasai-Central, Kasai-Oriental, Kasai, Lomami and Sankuru), identified based on the context and the needs in terms of transitions from humanitarian aid to development (Figure 1). National and provincial-level institutions are targeted with the aim to



#	Province	Chef-lieu	Superficie (km²)	Population (2006)
1	Bas-Uele	Buta	148 331	1 093 845
2	Équateur	Mbandaka	103 902	1 626 606
3	Haut-Katanga	Lubumbashi	132 425	3 960 945
4	Haut-Lomami	Kamina	108 204	2 540 127
5	Haut-Uele	Isiro	89 683	1 920 867
6	Ituri	Bunia	65 658	4 241 236
7	Kasaï	Tshikapa	95 631	3 199 891
8	Kasaï-Central	Kananga	60 958	2 976 806
9	Kasaï-Oriental	Mbuji-Mayi	9 481	2 702 430
10	Lomami	Kabinda	56 426	2 048 839
11	Sankuru	Lusambo	104 331	1 007 000
12	Tanganyika	Kalemie	134 940	2 482 009
13	Kinshasa	Kinshasa	9 965	12 071 000
14	Kongo-Central	Matadi	53 920	3 734 594
15	Kwango	Kenge	89 974	1 994 036
16	Kwilu	Kikwit	78 219	3 637 000
17	Lualaba	Kolwezi	121 308	1 677 288
18	Mai-Ndombe	Inongo	127 465	1 768 327
19	Maniema	Kindu	132 520	1 908 770
20	Mongala	Lisala	58 141	1 793 564
21	Nord-Kivu	Goma	59 483	5 416 000
22	Nord-Ubangi	Gbadolite	56 644	1 037 000
23	Sud-Kivu	Bukavu	65 070	5 772 000
24	Sud-Ubangi	Gemena	51 648	2 744 345
25	Tshopo	Kisangani	199 567	2 614 630
26	Tshuapa	Boende	132 957	1 316 855

Figure 1. Map of DRC with target provinces having orange circles (left) and information table on the target provinces highlighted in orange (right)

disseminate and mainstream the Peacebuilding and Statebulidling goals (PSGs) of the New Deal in their provincial strategic development plans. Given the fact that DRC is the second most diverse country in regard to ethnic plurality with ethnic groups and languages exceeding 200, the project envisages to contribute to peacebuilding and statebuilding at central and provincial levels and this will be harmonized in partnership with national counterparts and other development agency including public-private partnership to promote innovative ways of operationalisation of Nexus. Institutional anchoring will be placed within the administration especially through the secretariats of target ministries (ministry of Planning) as well as the target provincial governments in order to make the results of the project more sustainable.

1.1.2. Country context

The DRC is the second largest country in Africa after Algeria and the third largest in terms of population. Since 2015, the administrative subdivision of the DRC has grown from 11 to 26 provinces. After more than two decades of armed conflict, the consolidation of peace and the strengthening of the State in the DRC are very important issues and prerequisites for ensuring the effectiveness of development aid. Indeed, there is a need to see aid more responsive to the challenges of long-term development in this country beyond emergency and stabilization and this has led to a discussion even at the global level on how the transition from Humanitarian aid to long-term development can be facilitated in a harmonised manner.

The recent history of the DRC has been marked by recurrent crises and socio-political armed conflicts. These movements have negatively influenced the nation-building and state sovereignty and had catastrophic consequences in the country, including the weakening of the state apparatus, looting of natural resources, gender-based violence, displacement populations (4 million internally displaced persons and 300,000 refugees in neighbouring countries) and the destruction of basic socio-economic infrastructure. The presidential elections held in December 2018 mark a peaceful democratic transition, which is an opportunity to move from humanitarian to development through capacity building interventions of administrations at the national and provincial levels.

According to the latest assessment of fragility conducted in 2018 in the DRC, the country is far from the account in the phases to be crossed to achieve resilience in the 5 objectives of Peacebuilding and Statebuilding. Weak ownership The low political ownership of the results of previous fragility assessments is arguably the main cause of the country's decline in most sub-dimensions and dimensions as seen both by analysing the spectrum of 2018 and comparing it with those of 2016 and 2013. The results of these assessments identified resilience factors that constitute basic elements on which everything can be built to consolidate peace and strengthen the state in the Democratic Republic of the Congo.

1.1.3. Overview of the current situation

In DRC, two decades of successive shocks, armed conflicts and intercommunity violence have placed millions of families in the throes of acute consequences such as internal displacement, insecurity, lack of livelihoods and vulnerability. Population movement generates over half of the humanitarian needs, including over 2 million people internally displaced within the country and half a million refugees.

To this end, DRC has been designated in 2018 by the Secretary General, as one of the priority countries for the implementation of the Nexus. Rather than a sequenced approach, the Nexus is therefore a simultaneous and complementary approach. This creates the common results framework in which humanitarian, development and peace actors can work together to ensure the security, dignity and ability of the most vulnerable people and communities to flourish.

In Tanganyika province, communities in Kalemie and Nyunzu have also been affected by conflicts between Luba group, majority ethnic in the province, and the Mbote (pygmies) group, indigenous people. The number of 365,000 persons has been internally displaced between July and December in 2016 due to the uprising insecurity caused by intercommunity conflicts in territories including

Kalemie and Nyunzu[3]. According to state sources, during the more than 400 villages were burned and at least 100 cases of sexual violence were recorded. Several humanitarian actors have deployed the means at their disposal for the assistance of these IDPs, but the response capacities remained very low. Hundreds of thousands of people affected are still without humanitarian assistance and durable solutions for their living.

In the Kasai-Central region, more than 1.3 million Internally Displaced Persons (hereinafter the IDPs), 140,404 returnees and 130,000 host communities' members have been registered in June 2017. It was also reported that some 500 girls and boys have been used as combatants or 'human shield' by militias and 600 cases of gender-based violence (GBV) since August 2016. This crisis began in Tshimbulu (Central Kasai), with the violent uprising of a local militia (Kamuina Nsapu) on 8 August 2016. Since then, the crisis spread to the provinces of Kasai, Eastern Kasai, Lomami and Sankuru with repeated militia attacks against symbols of the central government and their clashes with the national security forces. The deterioration of the conflict has resulted in increasingly violent and indiscriminate violent acts against civilians by all parties to the conflict. This crisis is also reflected in an exacerbation of pre-existing inter-community tensions between multiple ethnic groups in the area triggered by the recent redefinition of provincial boundaries, the crumbling of traditional mediation and customary power structures, as well as the local expression of national-level political rivalries. Peaceful coexistence is threatened by communities perceived as supporting the militia and those accused of supporting the government. This situation leads to multiple internal displacements in the various above-mentioned provinces, as well as towards provinces of Lualaba and Haut-Lomami. This generates significant needs of emergency multisector assistance and protection.

The Sankuru Province comes from the former province of Kasai Oriental. It has an area of 137,059 km² and a population of over 2 million. The results Demographic Health Survey (EDS-RDC II 2013/2014) show the need for an improvement in the provision and accessibility of basic social services. 50.1% of children under 5 are stunted and only 9% of children aged 12 to 23 months are fully immunized. In the province, less than 5% of children are registered in the civil registry. The crisis that began in August 2016, when fighting erupted after a traditional leader was killed in a clash with security forces, deteriorated in 2017, triggering a wave of violence in Lusambo territory, specifically in the localities and groups of Kukuashi, Tubondo, Fwilashini, Bakwa Mbumba, Milela and Milondo. Sankuru Province also faces interethnic conflicts that particularly affect children. Hundreds of villages were burned down, classrooms destroyed and health centers looted. The clashes forced hundreds of families to flee, some in the bush, others to nearby communities. These people need multi-sectoral assistance in food, shelter, non-food items, water, health, education and protection. (https://ponabana.com/wp-content/uploads/2017/09/Sankuru.pdf)In Sankuru Province (ZS Bena Dibele), a cholera outbreak affected 158 people (38 deaths) in two weeks, a case fatality rate of 24 percent (as of June 13, 2018).

The results of the fragility assessment conducted in 2018 show that the province of Kasaï Oriental is in crisis phase (according to the new deal methodology), but with different levels according to the PSG. Of all the 5, it is the PSG 4-economic foundations which has the lowest level and that this can be explained by the state of advanced degradation of the road infrastructures, the climate of insecurity which prevailed with the phenomenon Kamuina Nsapu, who overflowed on the province of Kasai Oriental, and finally, the socio-political tensions following the postponement of the elections. The province of Lomami comes from the division of the former province of Kasai Oriental into 3 provinces, namely the provinces of Sankuru, Lomami and Kasaï Oriental. This new province has important assets,

[3] *Source: UNOCHA Tanganyika, Note d'informations humanitaires du 02/02/2017*

even strategic, since it has a major station in the city of Mwene-Ditu, with its station, a few hundred kilometers from the city of Mbuji-Mayi, which is the junction between Katanga and the port city of Ilebo, on the Kasai River. It also experienced, to a certain extent, the impact of the Kamuina Nsapu rebellion in neighbouring Kasai, some of whose militia had taken refuge in the province, with some of the displaced, and even began to operate in the area. At the security level, the results of the fragility assessment showed that this province is characterized by the resurgence of robberies and armed robberies, killings and extortions, arbitrary arrests and the persistence of hotbeds of land conflicts and customary power in many countries. corners of the province and administrative and police harassment across the province. In Kasai province, particularly in the Luebo, Mweka, and Ilebo territories, returnees are in a particularly precarious situation: almost all basic social infrastructure and livelihoods have been destroyed, and the humanitarian presence in the area is weak, and persistent violence in some pockets leads to further displacement of people, as in the territories of Mweka and Kamonia. In June 2018, more than 3,000 households reportedly fled the town of Matopolo (ZS Kakenge, Mweka Territory) to Nkinda, following an attack[4] by militia that reportedly resulted in 24 serious injuries and 8 dead civilians.

Faced with these challenges in the provinces which are in need of peacebuilding and statebuilding and reduction of humanitarian needs for transitions to development in the long term, a comprehensive approach is required to protect the vulnerable people exposed in the fragile and post-conflict situations. The support will be effective when applied not only with humanitarian approach but also with a long-term vision to achieve building peace, resilience and institutions such as mainstreaming the PSGs in their provincial strategic development plans within the New Deal framework. In this regard, the project, as an entry intervention for the long-term vision, applies the New Deal framework with PSGs, principles of FOCUS and TRUST as well as guidelines for operationalisation of Nexus which will facilitate the process for exit from fragility and transitions from humanitarian aid to development at central as well as provincial levels in DRC.

1.2. General Information on Executing Organization

1.2.1. Overview of organization (strategic plan, program, expertise, operations, etc.)

The recent UNDP's Country Program Document in DRC (CPD 2013 – 2017, extended to 2019) is based on the PRSP 2 (2011 – 2015), MDGs and several related national programs, cooperation domains selected by UNDAF (2013 – 2017, extended to 2019) and measures from the "New Deal" for fragile states. The CPD aims to reinforce UNDP's cooperation with the government and is based on 3 guiding principles: support the transition from humanitarian assistance to peacebuilding and governance based on the rule of law; ensure a better balance between the five crucial parameters: national/provincial/local, East/West, State/Non-State, public services, women leadership, youth participation for medium-/to long-term development and results; and finally, recognize and build on UNDP's comparative advantage.

These guiding principles allowed UNDP to articulate its support around 3 priority domains:

i) Peacebuilding and strengthening Democracy;
ii) Development planning and inclusive growth;
iii) Climate change and natural resource management.

[4] https://reliefweb.int/sites/reliefweb.int/files/resources/sitrep_13_rdcongo_no3_vfinale.pdf

The Planning, Monitoring and Evaluation of Development (PLASED) component is one of the three programmatic components of Inclusive Growth and Sustainable Development (IGSD), one of two Pillars of UNDP Country Office. PLASED's interventions aim to contribute to the improvement of the strategic planning of the development of the DRC. Thus, PLASED will provide technical and financial support to the national administrations and structures in synergy with the interventions of the other programmatic components of UNDP and those of the Technical and Financial Partners involved in the field of development planning. The interventions are focusing on the following areas: (1) production of strategic tools to support the formulation of national and sectoral strategies; (2) the production of reliable and harmonized statistics to monitor the implementation of the New Deal and the SDGs; (3) Advocacy to mobilize resources for provincial capacity-building in planning, implementation of the New Deal Roadmap and enhancing national capacity for policy and program evaluation of development. The PLASED will be directly involved in the proposed project with experience and expertise on the New Deal implementation and part of operationalisation of Nexus such as joint analysis of situation at provincial levels in line with process of Provincial development plans and the other unit such as MED(Sustainable Livelihoods) will contribute to the activities on operationalisation of Nexus.

1.2.2. Strategies and activities for responding to the problem

The activities proposed in this project are aligned with the National Roadmap for implementation of the Busan partnership and the New Deal in DRC (2017-2019) validated in 2016 as well as the updated roadmap after the fragile-to-fragile peer learning workshop conducted in Sierra Leone in October 2018. An action plan proposed in the concept note for operationalisation of Nexus in DRC (UN Nexus Core Team in DRC, November 2018) has been taken into consideration for the activities related to Nexus operationalisation in this project.

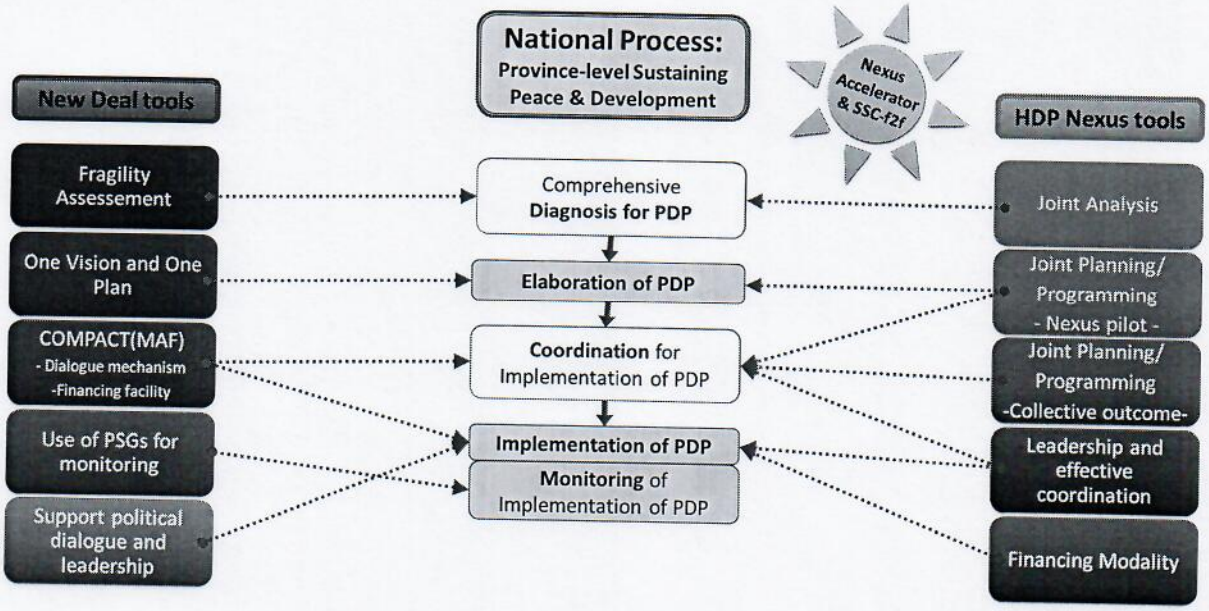


Figure 2. Demonstration of strategy on how New Deal and Nexus tools can support the National process for province-level Sustaining Peace and Development in DRC (Source: Author)

A strategy to support national process for province-level Sustaining Peace and Development with supports of New Deal and Nexus tools is suggested in this project and drawn in a diagram (See Figure

2). This shows how New Deal and Nexus tools can support with synergy inclusive country-led and country-owned transitions out of fragility and reduction of risk, vulnerability and overall levels of need, providing a reference frame for both humanitarian and development actors to contribute to the common vision of a future in which no one is left behind.

In the context of DRC that has an equivalent area with western Europe, it is worth discussing humanitarian, development and peace interventions not only at national level but also at the provincial level. This has been suggested as entry point of Nexus operationalisation in DRC with piloting projects and setting collective outcomes at provincial level (Concept note on Nexus operationalisation, UN Nexus Core Team, November 2018). This is also timely and relevant in preparation and implementation of COMPACT not only at national but also provincial level as it was one of the strategical points recommended during the fragile-to-fragile peer learning workshop organised in October 2018 in Sierra Leone (Mission report, Ministry of Planning, October 2018; Annual report of the New Deal project 2018, UNDP DRC, January 2019).

New Deal and Nexus tools will support from diagnosis with country-led, country-owned reality-capturing fragility assessment of New Deal and H-D-P actors' joint analysis of situation of Nexus to elaboration of Provincial Development Plan (PDP) and its implementation in a coordinated manner.

In line with the UNDP New Deal implementation facility's plan 2017-2021, the project will strive for at least 15 percent of the entire allocated project budget is spent on promoting gender equality and women's empowerment. The project will encourage efforts to have gender-balanced delegations in workshops and meetings and to gender-mainstream national policy and strategy drafting processes that include the development of compacts. Through the Fragile-to-Fragile / South-South cooperation and exchange of good practices throughout the activities, the project will also take lessons from an exercise with women's groups to review New Deal implementation from a gender perspective, including the recognition of gender gaps in the process of Compact.

Fragile-to-fragile cooperation for peer learning and knowledge-experience exchange between g7+ and southern countries in the global framework of South-South Cooperation will be promoted in line with the recent international engagement expressed on this modality during the second High-level United Nations Conference on South-South Cooperation in Buenos Aires from 20-22 March 2019 (Buenos Aires Outcome document, 2019). This is strongly aligned with the commitment of g7+ member states to improve development effectiveness as per also suggested through New Deal approach in Busan in 2011.

Nexus Accelerator programme proposed in this project will support the operationalisation process of Nexus with bottom-up innovation which is based on youth, technology (ICT) and participatory approaches in partnership with peace-promoting private sectors as guided by the IDPS's Peace Vision (2019-2021)[5]. Innovation is at the centre of overall activities implementation which is well aligned with UNDP's Accelerator Laboratory's approaches in 60 county offices including DRC and a New Way of Working (NWoW) principle and this is one of practical ways to promote knowledge and experience sharing in line with principles of South-South cooperation. As ICT is one of the areas where the Republic of Korea (RoK) has strong expertise, it would be considered to collaborate with Korean expertise to contribute to practicability, durability and visibility of the activity. This is relevant as

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[55] *This is the one of three strategic pillars suggested in the International Dialogue for Peacebuilding and Statebuilding (IDPS)'s Peace Vision 2019-2021 which was launched on 15 July 2019, New York. This innovative partnership is expected to contribute to the next phase after the UNDP Accelerator Lab's bottom-up identification of local innovations for quality assurance and follow-up to be further invested.*

recommended by Kwon et al.6 (KOICA, 2015) as a point of collaboration in terms of the New Deal support from the RoK.

Table in the section 3.3 describes more details to explain how proposed activities will support each strategic step described in the Figure 2.

1.2.3. Organization's capacity on implementing the Project

The project will benefit from UNDP's extensive local presence and broad mandate as well as UNDP's role in protracted crisis and integrated transitions in the context of peace operations. UNDP also brings broad partnership experience with the International Financial Institutions (IFIs), a partner of the project, intergovernmental organizations, civil society organizations (CSOs), governments, the private sector and years of work in fragile settings, including in protracted crisis environments. The ground presence allows UNDP to follow progress towards the New Deal and Nexus operationalisation in real time, to facilitate the convening of country dialogues and to provide solid evidence-based reports on progress to other stakeholders. At the global level, UNDP plays a leading role as co-chair of the International Network on Conflict and Fragility (INCAF) and in the IDPS and serves as focal point for the UN's participation in New Deal implementation. The latter affords UNDP the unique opportunity to connect the debates in INCAF and IDPS with UN-based processes, including the implementation of UN Resolutions 2282 on Post-Conflict Peacebuilding and 1325 on Women, Peace and Security.

At the country office level, the team(CIDD in French acronym) and the unit(PLASED in French acronym) in charge of this project have experience and expertise with significant progress of the national and provincial development planning, development coordination in line with New Deal process and operationalisation of Nexus including; (i) support of fragility assessment in 2013, 2016 and 2018; (ii) Support for national and provincial development plans (PNSD, PDPs in French acronyms) (iii) Contribution to elaborating the concept note on operationalisation of Nexus in DRC (2018). Strong pre-established partnership with the ministry of Planning, an institutional focal point as well as other stakeholders for the activities of the project will help facilitate the project implementation despite the unexpected challenges such as political instability, uncertainty and insecurity in this country. Based on the capacity at the country office level, the proposed project will be implemented accordingly for next steps to be taken.

2. Justification

2.1. Problem Statement

2.1.1. In-depth situation analysis at the project site

2.1.1.1 Current situation

Surrounded by nine bordering countries, the Democratic Republic of Congo (DRC) is a vast country in the heart of Africa that extends over an area of more than 2.3 million km². It is the second largest country in Africa and the fourth most populous, with a population estimated at 77.3 million, of which 60% live in rural areas. Its population is characterised by a preponderance of women (53%) and young people (60%). It has significant natural resources [7] but remains a poor and underdeveloped country in the rank of Least Developed Countries (LDCs) and low human development. At the end of its 2006 constitution in 2015, it is a decentralised state, made up of 26 provinces. Its (semi-presidential) political system is essentially democratic, with a separation of powers between the executive, the legislature and the judiciary. But its weak electoral system does not yet allow the country to lay the foundations for a modern and democratic state.

The DRC is a fragile country that is struggling to recover from a period of political, security and economic instability that has lasted for more than two decades with many Internally Displaced Persons (IDPs) and massive human rights and serious crimes violations were committed. Despite the presence of approximately 100 armed groups in the country, particularly in the East, and the persistence of many remaining pockets of insecurity, which undermine peace and stability, several provinces and parts of the east are experiencing a positive dynamic of pacification, where the authority of the State, the justice and the reconciliation of the communities settle progressively, thanks to the support of United Nations Organization Stabilization Mission in the DRC (here in after referred to as MONUSCO in French acronym) and the partners of development, among which the UNDP. The overall context of the country, however, remains daunting in terms of humanitarian, security, peace and human rights, political and economic governance, and development.

On the humanitarian, security and peace front, since 2016, the humanitarian crisis, concentrated more in the East (North Kivu, South Kivu, Tanganyika and Maniema), has spread to the centre of the country, particularly in the Grand Kasai region (Central-Kasai), affecting areas previously considered stable, and exhausting the adaptive capacity of those already affected. The crisis in the DRC is generating needs in all sectors, particularly in the eastern provinces and the Kasai region. Among the most vulnerable are 7.7 million children, 2.6 million women and 600,000 elderly people. By the end of 2018, at least 12.8 million people - more than 13 percent of the population of the DRC - need humanitarian assistance. Among them, 52 percent are women and girls. The weakening of the authority of the State at all levels (central, provincial and local) resulting from the delay in the implementation of major reforms in the sovereign sectors (defence, security, justice, police, provincial and local civil service) decentralisation) has favoured the development of areas of lawlessness and the proliferation of armed groups and ethnic militias, which are torn apart in

[7] The DRC is rich in important natural resources: 10% of the world's copper reserves, more than 50% of the world's cobalt reserves, 70% of the coltan reserves, 60% of the tropical forests, 37% of the world's hydropower potential, etc.

particular for the control of mining income and land, against the backdrop of poverty, the problem of identity and regional dynamics.

At the same time, through recurrent crises, malnutrition and severe food deficits have affected more than 12.8 million people in 2017 (WFP, 2017), and previously endemic diseases[8] such as cholera, measles, measles, yellow fever and Ebola disease resurface (WHO, 2017), mainly in the conflict-affected eastern and central provinces, thus increasing the vulnerability of populations.

Major humanitarian issues in DRC

1. **Acute vulnerability caused by loss of access to goods, basic services and livelihoods**

   At least 9.8 million people are severely affected by violence and armed conflict, as well as by natural disasters, in the context of poor and precarious socio-economic infrastructure. Indeed, some 9.8 million people are in a "food crisis" (CPI16, phase 3) while 1.9 million children need emergency education; 9 million do not have access to water, hygiene and sanitation; 3 million require essential household items; and 2.8 million need shelter. All these people also need protection.

2. **Infringements of the right to life, dignity and integrity of the person**

   Some 5.4 million people are affected by human rights violations and abuses as a result of armed and intercommunal violence. These violations affect their right to life, human dignity and physical and psychological integrity. They are also massive violations of property rights and freedom (looting, arbitrary arrests, etc.). Displaced persons and refugees are particularly vulnerable. Age, gender, disability and ethnicity strongly influence the impact of these issues

3. **Epidemics, acute malnutrition and food emergency**

   About 9.2 million people are at risk of epidemic-prone diseases. In 2018, 21,824 cases of cholera, 21,810 cases of measles, and nearly 546 cases of yellow fever were recorded. Some 4.2 million malnourished children and 2.9 million people in food insecurity "emergency phase" (CPI16, phase 4) also require emergency assistance. In 2018, the DRC recorded two outbreaks of Ebola virus disease in the provinces of Equateur, North Kivu and Ituri. Ecuador's epidemic totalled 54 cases and 33 deaths; that of North Kivu and Ituri totals October 8,188 cases and 118 deaths.

Causes of Crisis[9]

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[8] According to the WHO and the Ministry of Health of the DRC, more than 50,000 cholera cases were recorded in 2017, including 1,070 deaths, an increase of 90.3% over the same period of 2016, with nearly 70% of cases reported in the eastern DRC. Measles affected 41,778 cases in the same year, including 502 deaths. The majority of reported cases are also concentrated in the eastern provinces. Regarding yellow fever, the number of cases reported in 2017 (968 cases including 50 deaths) decreased compared to 2016 (3,283 cases including 50 deaths). Major risks of recrudescence remain in 2018, due to the deterioration of the conditions of access to water, and the hygiene and sanitation structures in the conflict and reception areas of displaced persons and refugees. The Ebola Virus Disease (EVD) arose in 2018 in Equateur province (30 deaths), the poorest province in the country, and in North Kivu province (already nearly 150 deaths), affected for three decades conflict. The latter is the 10th episode of the EVD pandemic since 1975.

[9] Humanitarian Needs Overview (2018)

Violence and local conflicts, first drivers of the crisis

The sources of conflict in the DRC are diverse. While some, as in the Kasai region, are recent, others, particularly in the east of the country, are decades old. They find their roots in the political and economic interests of national, regional and international actors, linked to the strategic importance of the Great Lakes region. To this geostrategic dimension are grafted local and community rivalries for the control of lands and natural resources, abundant in these provinces.

These complex dynamics, which lead to the multiplication of phenomena of violence and crime, have their roots in the migration flows of the colonial era and the manipulation of ethnic identities. They are superimposed on the difficulties of the state to establish its complete authority over the entire territory, the largest on the African continent after Algeria. Armed groups, which have multiplied in fragmentation, perpetuate a climate of violence, while the regular forces strive to thwart them. In October 2017, more than 130 non-State armed groups in the Kivus.

During the year 2018, armed and intercommunal violence enameled the country but evolved differently in different regions. In all cases, the civilian population is strongly affected by these fallouts. This violence, whose local dynamics and impact do not always correspond to the projections made last year, sometimes varied from one health zone to another.

In **North Kivu** and **Ituri**, the context is characterized by clashes between militias and armed groups, stalking by the regular army, violations of physical integrity, looting of the property of the population and tensions between local communities and economic migrants in mining areas. Inter-community tensions persist, and crime adds to the constraints that the population and humanitarian actors face.

In **Tanganyika**, intercommunal violence has generally decreased even though the situation remains precarious. Initiatives by local authorities, the interests of stakeholders to allow a lull and awareness campaigns on peaceful coexistence have sometimes paid off. Some conflicts, on the other hand, have spread to the mining and wealthier areas of the province, as in the Bendera area of Kalemie territory.

In **South Kivu** and **Maniema**, the evolution of the situation has been more positive than the projections made in 2017. However, the situation remains precarious, due to the activism of local and foreign armed groups, military operations, inter-community conflicts and regional dynamics. The population suffers many serious violations.

The **Kasai** region has also experienced wide variations across zones and territories, with overall improvement in the security situation, which is, however, in a very fragile context due to latent customary conflicts and the stagnation of tensions. inter-community generated by the wave of violence that culminated in 2017.

A complex dynamic of population movements

As a likely consequence of the lull in security, especially in parts of the Kasai and Tanganyika, 2018 saw a reduction in the number of new displacements from areas of origin in all conflict-affected areas: 1, 07 million new trips from January to June 2018, compared to 2.8 million in 2017. At the same time, population returns were higher than initially projected in 2017 and could exceed the number of trips. This phenomenon, underestimated in the projections for 2018, was therefore not sufficiently taken into account in the analysis and planning of the humanitarian response for the year. If the security level is therefore more favorable than last year, the needs remain acute among

displaced populations[10] and returnees [11], as well as in the reception areas.

The complexity of population movements in the DRC must be emphasized. Some are in the long term while others last only a few weeks or even a few days. These may be displacements or returns to the areas of origin. These different conjunctures, together with the constraints and delays in monitoring and reporting, contribute to the complexity of the analysis and monitoring of the phenomenon.

In **North Kivu** projections made in 2017 largely underestimated the insecurity in the province. In 2018, the northern territories welcomed many displaced people from neighboring Ituri. The situation worsened in Beni and Lubero, causing displacement in areas of tension. The territory of Walikale has experienced less displacement than projected. If the trend is to return, the persistence of tensions and military operations slow down this dynamic.

Despite signs of calm in Ituri, and despite the authorities' commitment to accompanying the returns, they have not been as numerous as anticipated. The difficult conditions in part of the areas of origin and the persistence of pockets of insecurity explain why people did not want to enter a volatile context. New displacements occurred, particularly in Irumu territory and in the northern part of the province.

The territory of Mambasa has welcomed displaced persons from the territory of Beni (North Kivu), but has also experienced tensions between local communities and economic migrants in the mining sector. Military operations around the mining areas have also led to.

After the peak of intercommunal violence in Tanganyika in July 2016, the security situation seems to have improved throughout the province since the beginning of 2018. This gradual lull is at the basis of significant returns observed since January 2018 in the provinces. Manono, Kabalo, Nyunzu and Kalemie territories. However, the situation remains volatile in some areas of the Nyunzu and Kalemie territories, particularly in the cross-border area with southern Maniema and South Kivu, due to militia incursions into the area since the end of 2017. Insecurity represents a major constraint for humanitarian access and planning activities for accompanying return activities. Activism by self-defense groups and sensitivity to the political context are also at the origin of the appearance of pockets of insecurity in the territory of Moba.

Some improvement in the territory of Pweto (Haut Katanga) has favored the return of displaced persons and refugees. In other relatively stable areas, such as the territories of Malemba-Nkulu and Bukama in **Haut Lomami** and Mitwaba in **Haut Katanga**, the reception of displaced persons had a destabilizing effect on a pre-existing fragile structure, with a lack of humanitarian assistance to local populations. These territories could also suffer from a possible repercussion of conflicts in neighboring areas.

Some territories have experienced a deterioration of the protection situation in **Maniema** (Kabambare, Kasongo, Kibombo) and **South Kivu** (Fizi, Kalehe, Shabunda, Mwenga and Uvira), and

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[10] *According to the Guiding Principles on Internally Displaced Persons *, this term refers to persons or groups of persons who have been forced or forced to flee or leavetheir home or usual place of residence without crossing the borders of the DRC. These displaced persons are fleeing, in particular, because of armed conflicts, situations of widespread violence, human rights violations, or natural disasters (such as floods) or man-made disasters, or to avoid their effects.*
- *New moved: moved in the last 3 months;*
- *Former displaced: moved for more than 3 months;*
- *Spontaneous Displacement Site: A site where displaced persons settle on their own initiative;*
- *Camp or IDP site: opened by the authorities and benefiting from all public technical services.*

** Source: ECOSOC, 16 October 1998 (E / CN.4 / 1998/53 / Add.2)*

[11] *These persons were previously internally displaced and made the decision to return to their place of origin or habitual residence. • Former Returned Persons: persons returned during the period prior to the last three months and not exceeding the last 18 months.*

still represent a high risk of displacement.

On the other hand, there is a tendency for lull in some areas: the territory of Punia, which has experienced a positive change with the restoration of state authority, could become a reception area for the displaced of other areas. In Kailo territory, the number of protection incidents was lower than in the projections made last year.

Due to the persistence of displacement triggers - militia activities, inter-community tensions, the impact of the situation in neighboring areas - the forecasts do not show any improvement in these two provinces. If returns are expected to be minor in 2019 (ZS Kasongo), some areas may experience significant new displacements, including the health zones of Uvira, Salamabila, Samba, Mwenga, Highlands, Kasongo, Kamituga and Mwana.

In the **Kasaïs** region affected by the crisis in 2016/2017 (Kasaï, Kasaï Central, Kasaï Oriental, Sankuru, Lomami, Kapanga territory in Lualaba), the populations generally experienced a period of gradual lull during the summer. year that favored returns to Ilebo (ZS Banga Lubaka and Ilebo), Kamonia (ZS Tshikapa, Kamuesha and Kitangwa) and Mweka (ZS Bulape and Mushenge) in Kasai province; the territories of Dimbelenge, Luiza and Kananga (ZS Bobozo, Katoka, Ndesha and Lukonga) in **Central Kasai**; the territories of Katanda, Lupatapata, Miabi, Tshilenge, in Kasai Oriental; the territories of Kabinda, Kamiji and Luilu in the province of Lomami and the city of Lusambo in the province of Sankuru.

However, pockets of insecurity remain, leaving the potential for further violence in the province of Lualaba, particularly in Kapanga territory (ZS Kalamba, Kapanga), in Kasai province in Kamonia territory (ZS Kamonia, Mutena , West Kalonda), Mweka territory (ZS Mweka, Kakenge) and Luebo territory (ZS Luebo); in Kasai Central in Dibaya territory (ZS Dibaya, Tshikula), Demba territory (ZS Demba, Bena Leka), and in Sankuru province (Lubefu territories, Katako-Kombe, Lodja).

Projections of population movements were made in September 2017 when the phenomenon of returns was just beginning, the actual figures of movements from the areas of origin in 2018 are lower than anticipated. In some cases, such as in health areas in Lomami province, underestimates have been made compared to actual data for June 2018, due to reporting weaknesses that are due to lack of capacity.

Other population movements: refugees, returnees and stateless persons

Refugees[12]

During 2018, the DRC continued to receive refugees from bordering countries, mainly from South Sudan, the Central African Republic and Burundi. These movements are due to continued violence and insecurity in these countries of origin, forcing people to flee to neighboring countries. Thus, by the end of August 2018, the DRC had 536,271 refugees, the majority of them children and young people under 18 years of age (60 per cent of this population). The refugee population, shared between those living in camps and others who are integrated into local communities, was 93,995 South Sudanese refugees in the provinces of Haut-Uélé and Ituri (Aru territories). Faradje and Dungu); 46,512 Burundian refugees mainly settled in South Kivu province (in Lusenda and Mulongwe

*12 According to the 1951 Geneva Convention Relating to the Status of Refugees *: a person who is outside the country of his nationality or habitual residence and whose race, religion, nationality , his appurtenance to a particular social group or his political opinions is justifiably afraid of being persecuted and cannot claim the protection of that country or because of that fear cannot return.*

camps and outside camps); 176,664 Central African refugees located in the provinces of Bas-Uélé (outside camps), North Ubangi (in Inke and Bili camps, and outside camps) and South Ubangi (in Boyabu and Mole camps and off-camps)). This is in addition to 217,766 Rwandan refugees living in the provinces of North and South Kivu, in addition to small groups of refugees of different nationalities (Angola, Sudan, Somalia, Uganda and the Republic of Congo) found in urban centers such as Kinshasa, Lubumbashi, Goma or Bukavu.

In the current context in South Sudan, the Central African Republic and Burundi, it is expected that cross-border movements will continue with a low but steady flow of new entrants in 2019 and 2020. This raises concerns in terms of durable solutions, protection and access to humanitarian aid in the arrival areas, which are often underserved due to lack of infrastructure and the presence of uncontrollable armed groups in certain areas.

Deportees

Since 2002, the southern provinces of the DRC have been affected by several waves of mass arrivals of Congolese nationals expelled from Angola, particularly the Kasai, Kwango, Kwilu and Lualaba regions. Between August 2016 and May 2018, for example, some 2,000 Congolese arrived each month on average in the territory of Tshikapa (Kasai). These forced returns are often accompanied by serious incidents of protection.

Returnees[13]

Since 2016, it is estimated that a total of 13,243 DRC Congolese living in shelters in neighboring countries have returned. The year 2016 alone counts 13,199 Congolese who have returned to the DRC from South Sudan. Most of them, where possible, resettled in Haut-Uélé province. In 2018, the National Commission for Refugees (CNR) estimates that more than 30,000 spontaneous returns of Congolese refugees from Zambia have taken place. This population would have been established in the area of Pweto in the Province of Upper Katanga. In addition, there are some spontaneous returns of Congolese from Angola. UNHCR is conducting a verification exercise with these populations.

Stateless[14]

UNHCR continues to advocate with the government for the ratification of the International Conventions on Statelessness and strives to provide birth certificates and birth certificates to all refugee children born in the DRC.

In terms of political governance, the DRC is currently engaged in a process of organising the presidential, legislative and provincial elections, in order to offer a more stable future to the Congolese people. The general elections scheduled for December 23, 2018 have reached a turning point with the appointment by the majority and the opposition of their presidential candidates. These elections raise great expectations both within the Congolese population and at the level of the international community, because they pose important issues in the perspective of consolidating the stability and peace of the DRC and the entire region. In addition, the overall situation of political and

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[13] The term applies to any national person who has been a refugee in another country for fear of persecution or insecurity and has returned voluntarily to his / her country of origin or habitual residence spontaneously or facilitated by the Office of the High Commissioner United Nations Refugee Agency (UNHCR). This return must be done in safety and dignity. Repatriation can be spontaneous, facilitated or organized. In the DRC, for example, they may be returning Congolese refugees or foreign refugees returning to their country of origin.

[14] These are persons that no state recognizes as its nationals under the law. Stateless persons therefore do not possess the nationality of any country.

economic governance remains precarious, characterised in particular by a non-transparent management of public affairs - in particular mining and forestry contracts - and impunity maintained by the weakness of the means of control and repression. The bank account suffers from several dysfunctions that limit its resources and its external control functions including jurisdictional. Similarly, the effectiveness of parliamentary institutions (national and provincial) remains limited in relation to their executive control role. Thus, despite the organisation of two general elections in 2006 and 2011, and the adoption of a new constitution in 2006, as modified and amended in 2011, the country still faces the challenges of building effective institutions, catering the authority of the state, the creation of an open political space and the participation of civil society and the media in public life. **Beyond the worrying political, humanitarian and security situation, the socio-economic and human development context remains precarious and marked by poverty, mass unemployment, inequalities, and shortcomings in the provision of the main basic services (drinking water, health and education), and the lack of economic opportunities for young people**, that pushes them to turn to armed groups controlling the illegal exploitation of minerals. According to the latest statistics (National Statistics Institute of the DRC- UNDP, 2017), the social and economic conditions of the Congolese population remain very precarious and vulnerable. Nearly 63% of the population continue to live below the poverty line, with large disparities between cities (47%) and rural areas (79%). And the proportion of the population living in severe multidimensional poverty is increasing dramatically (48.5% in 2017 against 36.7% in 2015). High inequalities in both the distribution of HDI earnings (the loss of human development due to inequality is estimated at 30.3% in 2017) than in the income distribution (Gini index 0.39), continue to amplify. Similarly, the gap in human development between men (HDI 0.492) and women (HDI 0.420) continues to widen, reflected by the deterioration of the Gender Development Index (GDI), which rose to 0.852 in 2017 vs. 0.833 in 2016. On the other hand, the labour market remains narrow and characterised by strong inequalities towards young people, the vulnerable and women. The underemployment rate exceeds 50%. And the employment structure remains dominated by the informal sector, which accounts for more than 88% of the total. These data reveal that the reduction of poverty and the improvement of the living conditions of Congolese people requires the establishment of a strong economic growth policy, coupled with a satisfactory redistributive policy.

On the other hand, many factors aggravating fragility - likely to undermine any prospect of development of the country in the medium and long term - continue to be perpetuated and strengthened, including uncontrolled urbanisation, deindustrialisation which drives the growth of the informal sector, demographic dynamics, and the proliferation of armed groups. Major structural reforms and pro-active policies are needed to stem these phenomena.

2.1.1.2 Problem or opportunity Analysis

The humanitarian response has always been positive and has in many ways brought much relief to the plight and suffering of the affected Congolese people. However, despite significant humanitarian interventions undertaken by humanitarian actors for almost two decades and those initiated as part of the stabilisation of eastern DRC by MONUSCO, the living conditions of the populations affected by the crises remain difficult. The need to improve these conditions in a sustainable way and to transform conflict dynamics is imperative. Thus, while recognising the achievements of humanitarian interventions, it has emerged, through several studies and collective perceptions, the need for an integrated, inclusive and coordinated approach to gradually transform the dividends of humanitarian action into sustainable recovery, capacity for resilience and development opportunities. It is this imperative that responds to the Nexus, which is understood as

a set of structured and coordinated interventions led by the actors involved in the Humanitarian, Development and Peace continuum, based on a joint multi-year program reducing in the long term the Humanitarian needs by achieving sustainable collective results.

Operationalisation of the Humanitarian-Development-Peace Nexus in DRC. Under the coordination of Deputy Special Representative of the Secretary General (DSRSG), Resident Coordinator (RC), Humanitarian Coordinator (HC) in the DRC, a committee composed of UNDP, OCHA, UNICEF, the World Bank, the office of DSRSG and Stabilisation Support Unit (SSU) of MONUSCO has been put in place for the operationalisation of the Nexus in the DRC. At this stage, a strategic note for operationalisation of the Nexus with some of concrete proposals called Nexus Pilots has been elaborated. As a first step, it is proposed to operationalise the Nexus through the establishment of NWOW elements within a limited number of Nexus pilots to ensure greater complementarity and coherence between humanitarian efforts, development and peace. In practical terms, the Nexus will first be implemented provincially and locally, and not nationally, to test the effectiveness of the approach. Its operationalisation would be done through Nexus Pilots articulated around the geographical zones out of crises (provinces, territories, grouping) or key themes (displacement of populations, recovery, resilience, stabilisation, etc.)

New Deal process for engagement in fragile states. The DRC is one of the self-declared fragile countries emerging from a protracted conflict that has destroyed almost all of its basic socio-economic infrastructure and weakened the institutions and authority of the state. Despite the positive evolution of political stability since the 2000s and the implementation of political and economic reforms by successive governments, the political legitimacy of the rulers remains disputed and the socio-economic and human development indicators remain weak. This situation highlights the fragility of the country and the need for the authorities to accelerate institutional, economic and social reforms with a view to creating the necessary conditions for sustaining peace and sustained growth and creating decent jobs. **The New Deal process (International Engagement for Peacebuilding and State Building in Fragile States) launched in 2011 at the 4th High Level Forum on Aid Effectiveness in Busan, South Korea, is an effective international, but country-owned bottom-up instrument that addresses these issues of fragility at the upstream level including national and provincial planning process. It provides strong participatory tools ensuring inclusivity of actors including government, civil society, academia and private sector. The guiding step of New Deal implementation, FOCUS[15] and the principles TRUST[16] are tailored for fragile and conflict-affected settings (FCAS) which are, as motif of initiation of New Deal dialogue, not to be treated like any other countries based on which the countries in FCAS can start stepping forward for Sustaining Peace**.

The DRC has subscribed to the New Deal and launched, with the technical and financial support of UNDP, an ambitious roadmap, which has yielded encouraging results. In 2013 and 2016, fragility assessments of the New Deal's five Peacebuilding and Statebuilding Goals (PSGs) containing specific actions, with monitoring indicators, were elaborated and adopted by all stakeholders at the national

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[15] FOCUS Principles are Country-led pathways out of fragility that the members of the International Dialogue on Peacebuilding and Statebuilding (IDPS) agreed to FOCUS on new ways of engaging with conflict-affected and fragile states, including the following: Fragility Assessment, One Vision, One Plan, Compact, Use PSGs to Monitor, Support political dialogue and leadership (IDPS)

[16] TRUST Principles are Commitment for Results that the members of the International Dialogue agreed to build mutual TRUST by providing aid and managing resources more effectively, and by aligning these resources for better results. In doing so, they seek to increase transparency, risk management to use country systems, strengthen national capacities and timeliness of aid, improving the speed and predictability of funding to achieve better results. This includes the following: Transparency, Risk Sharing, Use and Strengthen Country Systems, Strengthen Capacities, Timely and Predictable Aid (IDPS)

level (Government, sectoral partners, and NGOs). These PSGs and actions were integrated in 2017 into the National Strategic Development Plan (PNSD in French acronym), for their effective implementation (One Vision and One Plan of the FOCUS tools of New Deal). In 2018, a comprehensive and detailed analysis of the five PSGs and the fragility spectrum of the DRC was conducted, at this time, covering 18 provinces out of total 26 provinces with a objective to capture as more decentralised realities as possible in a participatory manner which was not taken into account in the previous two assessments. As envisaged by the project, the project is supporting to make enabling-environment for coordination of all actors through **Compact or Mutual Accountability Framework (the third component of the FOCUS tools), which is key for the operationalisation of the Nexus, among actors of government, donors, civil society, academia, private sector across the humanitarian, development and peace agendas.** For better orientation of whole process, **a Fragile-to-fragile / South-South peer-learning workshop between DRC and Sierra Leone with 10 g7+ member countries was recently organised in October 2018** and the key actors of the DRC's New Deal from the government, civil society, universities and private sector participated in the workshop and produced a Roadmap draft towards Compact for a concrete strategy for coordination such as creation of multi-actors dialogue platform and funding facility.

Overall, these firm policy upstream tools of the New Deal provide opportunities, in turn, to facilitate the institutionalising process of transition from Humanitarian aid to development for long-term sustaining peace in DRC.

2.1.1.3 Government of partner country's priorities and plans

The country has embarked on the participatory and inclusive process of developing the next national programme framework called the National Strategic Development Plan 2018-2022 (herein after referred to as PNSD in French acronym) which aims to unite all sectoral development strategies and policies. It aims to make the DRC a middle-income country in 2024 based on two levers: the development of mining potential and the transformation of agriculture. To organise this march towards the rank of middle-income countries, the Government plans to articulate its action around five strategic pillars:

i. Strengthening Governance and Peace Consolidation;
ii. Diversification and Transformation of The Economy;
iii. Development and Modernization of Infrastructure;
iv. Social Development and Valorisation of Human Resources;
v. Environment, Sustainable and Balanced Development;

The table below links the pillars selected with the priority areas of the PNSD with the SDGs. (PNSD, updated in 2018)

Table 1. Alignment of pillars selected with the priority areas of the PNSD with the SDGs.

PNSD and SDGs	
STRATEGIC AXIS OF THE PNSD SUSTAINABLE DEVELOPMENT OBJECTIVE	
1. STRENGTHENING GOVERNANCE AND PEACE CONSOLIDATION	
Political and Judicial Governance: **Inclusive and participatory democracy**	***SDG 16*** : Promoting peaceful and inclusive societies for sustainable development, ensuring access to justice for all

Economic and Administrative Governance: Quality and Effectiveness of Public Action	and building effective, accountable and open institutions at all levels
2. DIVERSIFICATION AND TRANSFORMATION OF THE ECONOMY	
Improving Macro Policies: Macroeconomic Stability	***SDG 8*** : Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all
Promoting the growth of growth sectors: diversification of the economy	***SDG 2*** : Eliminate hunger, ensure food security, improve nutrition and promote sustainable agriculture
Promoting the **private sector**: promoting investments	***SDG 12*** : Establish sustainable consumption and production patterns
	SDG 9 : Building a resilient infrastructure, promoting sustainable industrialization that benefits all and encouraging innovation
Accelerate regional and global integration: Competitiveness	***SDG 17*** : Strengthen the means to implement the global partnership for sustainable development and revitalize it
3. DEVELOPMENT AND MODERNIZATION OF INFRASTRUCTURE	
Transportation	
Energy and water	***SDG 6*** : Ensure access for all to water and sanitation and ensure sustainable management of water resources
	SDG 7 : Ensuring access for all to reliable, sustainable and modern energy services at an affordable cost
New Information Technologies	***SDG 9*** : Building a resilient infrastructure, promoting sustainable industrialization that benefits all and encouraging innovation
4. SOCIAL DEVELOPMENT AND VALORISATION OF HUMAN RESOURCES	
Education and training	***SDG 4*** : Ensure access for all to quality education on an equal footing and promote lifelong learning opportunities
Employment	***SDG 8*** : Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all
Health	***SDG 3*** : Allow everyone to live in good health and promote the well-being of all at any age
Integration of disadvantaged groups, women, young people, children	***SDG 5*** : Achieve gender equality and empower all women and girls
	SDG 10 : Reducing inequalities in countries and from one country to another
	SDG 11 : Ensure that cities and human settlements are open to all, safe, resilient and sustainable
5. ENVIRONMENT, SUSTAINABLE AND BALANCED DEVELOPMENT	
The environment and climate change	***SDG 13*** : Take urgent action to tackle climate change and its impacts
	SDG 14 : Conserving and sustainably exploiting oceans, seas and marine resources for sustainable development
	SDG 15 : Preserving and restoring terrestrial ecosystems, making sure they are sustainably harvested, sustainably managing forests, combating desertification, halting and reversing the land degradation process and stop the loss of biodiversity
Rural development	
Urban development	
Land planning	
Cross-cutting SDG	***SDG 1*** : Eliminating poverty in all its forms and around the world

New Deal is also well aligned with the National Strategic Development Plan (PNSD) of DRC as well as the SDGs as summarised below:

- The 5 PSGs of the New Deal are strongly aligned with the Pilar 1 of PNSD and this is part of contribution of implementation of New Deal in DRC having put first this issue in the first agenda of the PNSD. SDG 16 is directly aligned with the 5 PSGs and it is worth noting the New Deal dialogue with g7+ is one of the biggest contributors to putting the goal in the SDG framework.

- The other specific PSGs are also aligned with PNSD, for example, PSG on Economic foundation and Social Service are aligned with the Pilar 2 and Pilar 3of PNSD respectively.

H-D-P Nexus has been recently integrated into the PNSD early this year based on which the activities for operationalisation of Nexus will be implemented.

2.1.1.4 Rationale of the Project

In continuing efforts for realistic and durable impact of the first phase of New Deal project funded by KOICA from the end of 2017 for 2 years, **this project is proposed with aim to reinforce the national and provincial capacities with particular PSGs-based sectoral plans such as Justice, Economic foundation and Revenue** (which are to be further consulted for identification of prioritised areas with New Deal actors including national and provincial governments, civil society, academia and private sector). This orientation was also one of recommendations taken away from the Fragile-to-fragile / South-South peer learning workshop conducted in Sierra Leone in October 2018 between New Deal actors of Sierra Leone and DRC in order for New Deal to go not just for planning itself, but also realisation. Among 26 provinces, UNDP with New Deal is currently **supporting the elaboration of provincial development plans which will be continued in the second phase of the proposed project** as this process provides development actors the basic orientation at the decentralised and provincial level and the most of the provinces have not yet even initiated the process of elaboration of the development plan. This will help orient towards resilience from fragility in the specific context of fragile and conflict-affected settings rather than focusing on general development agendas.

On the other hand, for a realistic transition out of fragile situation, one of keys is a coordination among the actors particularly between national and international actors dedicated for the shared vision on long-term development whilst reducing humanitarian interventions. In this regard, a particular coordination between humanitarian aid, development and peace in the context of DRC will play a key role for better impact as the need has been well recognised (The United Nations World Humanitarian Summit held in Istanbul, Turkey, on May 23 and 24, 2016). As abovementioned, DRC's H-D-P Nexus Core team composed of UNDP, OCHA, UNICEF, the World Bank, the office of DSRSG and Stabilisation Support Unit (SSU) of MONUSCO, under the coordination of Deputy Special Representative of the Secretary General (DSRSG), Resident Coordinator (RC), Humanitarian Coordinator (HC) in the DRC, has been put in place for the operationalisation of the Nexus in the DRC. At this stage, **a strategic note for operationalisation of the Nexus with some of concrete proposals called Nexus Pilots has been elaborated and this project is aligned with the first proposals of the Nexus Pilots targeting the 3 provinces.** The long-term interventions to address the underlying causes of conflict is key and this will facilitate linking the existing humanitarian aid and development where the latter will be supported by this project with UNDP's interventions with a focus on strengthening institutions and institutionalisation of the Nexus with New Deal tools. Support of operation for the initiative of Nexus pilots such as joint analysis of the situation, a joint and coordinated planning and programming process with M&E indicators, effective coordination and

designing of effective financing modalities for multi-stakeholder and multisectoral activities is planned and this will facilitate overall coordination among the humanitarian and development agencies at the field level.

Fragile-to-fragile(f2f) / South-South cooperation or peer learning mechanism will be one of strategic back bone for each activity which is well aligned with the recent international engagement adopted on this modality during the second High-level United Nations Conference on South-South Cooperation in Buenos Aires in 2019 (Buenos Aires Outcome document, March 2019). This will be conducted in collaboration with UNDP SDG implementation facility in fragile and conflict-affected settings, g7+ which has a f2f match making matrix regarding the needs and strong capacities of specific areas of each g7+ member (g7+ Nairobi, 2016) as well as UNOSSC (UN office for South-South-Cooperation) to capitalise the existing network of Global South and establishing knowledge platform. For instance, as part of Compact implementation, development coordination system and aid/development management system in Burundi, Somalia and other g7+ member countries where governments have established the coordination mechanism and that is currently working properly.

The IDPS's Peace Vision 2019-2021 has been launched on 15 July 2019 during the HPLF in New York and the three thematic priorities suggested and endorsed by the constituencies of g7+, INCAF-DAC members including the Republic of Korea and CSPPS will be integrated into the New Deal implementation in DRC to ensure;

1. Enhancing national cohesion;
2. Advancing gender equality and the WPS Agenda; and,
3. Supporting a peace-promoting private sector.



The three interconnected priorities of the IDPS:
Strengthening national cohesion can provide better conditions and incentives for a peace-promoting private sector and gender equality; a peace-promoting private sector can contribute to more cohesive and peaceful societies by advancing gender equality; just as gender equality and advancing the WPS Agenda can contribute to a peace-promoting private sector as part of cohesive and stable societies.

Figure 3. The three thematic priorities of the Peace Vision 2019-2021 (IDPS, 2019) which will be integrated into the New Deal implementation in DRC.

2.1.2. Assistance from other organizations to the project site

The overview below visually demonstrates the commitment of partners in the target provinces of the project in DRC based on the raw data of a fast 3W (Who / What / Where) mapping that has been done with the UNCT as well as discussions with stakeholders under the other strategies. The green boxes indicate the presence of interventions as part of the indicated strategy (Source: Final Concept note on the Operationalisation of Nexus in DRC, November 2018 / adjusted by author to the target provinces of the project).

Table 3. Fast 3W (Who/What/Where) mapping on the on-going interventions in the project sites (Source: Final Concept note on the Operationalisation of Nexus in DRC, November 2018 / adjusted by author to the target provinces of the project).

	United Nations Development Assistance Framework [17](UNDAF)	Humanitarian Response Plan[18] (HRP)	Common Framework for Preparedness [19](interagency)	The International Security and Stabilization Support Strategy [20](I4S)
Kasaï	UNICEF ; WFP ; UNFPA ; IOM			Project PBF UNDP/JHRO/SFCG
Kasaï Central	UNICEF ; UNFPA ; WFP ; IOM			
Kinshasa	UNDP ; UNOPS ; UNICEF ; UN WOMEN ; UNFPA ; UNHCR ; IOM ; UNESCO ; UNAIDS ; ILO ; UN HABITAT ; UNIDO			
Lomami	UNDP ; UNICEF			
Sankuru	UNICEF ; FAO			
Tanganyka	UNICEF ; MONUSCO ; WFP ; IOM ; FAO ; UNAIDS			
Nationwide	UNOPS ; UNICEF ; UNFPA ; UNESCO ; UNAIDS ; UNIDO ; UNHABITAT			

[17] *The United Nations Development Assistance Framework (UNDAF) is a strategic, medium term results framework that describes the collective vision and response of the UN system to national development priorities and results on the basis of normative programming principles. It describes how UN Country Teams will contribute to the achievement of development results based on a common country analysis and UN comparative advantage(https://undg.org/document/2017-undaf-guidance/ , accessed on 15 March 2019)*

[18] *The Humanitarian Response Plan (HRP) plan is prepared for a protracted or sudden onset emergency that requires international humanitarian assistance. The plan articulates the shared vision of how to respond to the assessed and expressed needs of the affected population.(https://www.sheltercluster.org/somalia/library/humanitarian-response-plan-hrp, accessed on 15 March 2019)*

[19] *The Common Framework for Preparedness (CFP) is an approach towards coordinating the actions that international humanitarian and development actors take to support the development at country level of national and local capacity to prepare for, respond to, and recover from emergencies.(UNHCR, https://emergency.unhcr.org/entry/256650/common-framework-for-preparedness-iasc, accessed on 15 March 2019)*

[20] *The International Security and Stabilization Support Strategy (ISSSS) is designed to support the implementation of the National Stabilization and Reconstruction Program (STAREC) of the DRC and aims to deliver tangible peace dividends and reinforce political engagement in support to the stabilization process. In order to operationalize the ISSSS, priority interventions have been planned and coordinated by the ISSSS Technical Secretariat, composed of MONUSCO's Stabilization Support Unit (SSU) and STAREC. (MONUSCO, https://monusco.unmissions.org/en/stabilization-strategy-issss accessed on 15 March 2019)*

2.2. Needs Assessment

2.2.1. Description of target group (beneficiaries) and stakeholders

- **Direct Beneficiaries:**
  - Ministries of Planning at national and provincial levels;
  - 5 PSGs-related 3 ministries at national level;
  - 4 Provincial Ministries of planning and provincial governments supported for Provincial Development Plan;
  - Participants in Fragile-to-fragile / South-South/peer learning missions (government, Civil Society, Academia, private sector);
  - 3 targeted pilot provinces supported for women, men, children, youths by transition from humanitarian aid to development with socio-economic reintegration;
  - H-D-P actors (government, civil society, agencies etc) supported with operational assistance from the project for operationalisation of the Nexus in the 3 targeted provinces

- **Indirect Beneficiaries:**
  - Congolese population under the national and provincial development plans and PSGs-based sectoral plans
  - Congolese population benefited from the efforts of HDP Nexus

2.2.2. Needs of beneficiaries

As a member of self-declared fragile states (g7+), the government of DRC has committed to building peace, resilience and institutions for transition out of fragility. Based on those needs for transition to sustainable development at national and provincial levels, the New deal for engagement in fragile states has been implemented since 2012 as one of the 7 pilot countries including DRC and the first-phase of New Deal project has been implemented with first-ever the Korean Government's funding through KOICA to accelerate the New Deal implementation with an objective of readiness for Compact from 2017 to 2019.

Based on the needs expressed not only at global but also field levels to go beyond what has been done through H-D-P efforts in the specific context of DRC for transformative impact, this project is proposed to address the needs rooted in the lack of a coordinated framework between actors for long-term transitions from humanitarian aid to development for Sustaining Peace.

Upon approval of the project, detailed needs in target ministries and provinces will be assessed to elaborate a plan for project implementation and capacity building with an objective of effective acceleration of the New Deal and the operationalisation of Nexus in DRC and an approach of Fragile-to-Fragile / South-South peer-learning as well as innovative partnership will be applied to reinforce the capacity to improve the impact of H-D-P efforts for Sustaining Peace in DRC.

2.2.3. Justification for intervention

The first-ever KOICA-funded project on 'New Deal for engagement in fragile states' was designed with experience where the Millennium Development Goals (MDGs) failed to take into account the fact that eradication of poverty is not possible without partnerships for first building peace, resilience and institutions. Through a number of dialogues on the solutions, the New deal for engagement in fragile

states was endorsed at the Fourth High Level Forum on Aid Effectiveness in Busan (South Korea) in 2011. This new framework shaped by the self-identified fragile countries, called g7+ including DRC, has been supported by the UNDP's New Deal facility since 2013. With its technical and financial support, the Government of DRC has advanced the steps of the New Deal implementation (FOCUS principles) with fundamental progress including; Fragility assessment ("F") identifying the root causes of fragility validated in 2014, updated in 2016 and renewed in 2018 and One Vision, One Plan("O") partly achieved through mainstreaming and integrating priorities of Peacebuilding and Statebuilding Goals (PSGs) into the National Strategic Development Plan (PNSD) as well as Provincial Development Plans(PDP).

However, as analysed in an independent evaluation of the implementation of the New Deal in DRC in 2015, a series of main obstacles to New Deal implementation still needs to be addressed such as; i) limited awareness of the New Deal concept and its approach); ii) lack of an integrated reference framework for a strategic vision to develop and disseminate the fragility matrices and lack of involvement of the media; iii) low level of enthusiasm and commitment by development partners; iv) limited ownership, commitment and political support by the authorities. To address those challenges, the first-phase of project on New Deal was proposed further steps forward for acceleration of the New Deal implementation in DRC including "One Vision and One Plan" disseminated for transition out of fragility at central and provincial levels, effective monitoring system established for "Use of PSGs to Monitor" and national capacity strengthened to accelerate the New Deal implementation.

It is timely with the international-level initiative that the operationalisation of Nexus is being discussed in DRC and concretised with the concept note elaborated by Nexus Core Team in DRC in November 2018. Given its core nature to support national and provincial planning and its implementation process as tools, the operationalisation of Nexus is proposed in this project in strategic synergy with New Deal follow the efforts being made from the first-ever KOICA-supported New Deal project (2017-2019). This will facilitate the harmonisation process amongst H-D-P efforts to bring Sustaining Peace in the long term.

2.3. Feasibility of the Project

2.3.1. Relevance

The project builds on current UNDP support to the SDG implementation through the New Deal in g7+ countries including DRC, which has benefitted from an inclusive and participative assessment process with all the concerned stakeholders and the initiative on operationalisation of Nexus in DRC. Drawing on current interventions, the proposed project is aligned with the 'National Roadmap for the Busan Partnership and the New Deal in DRC' validated and updated in 2016 and which will updated in 2019 as well as the guidelines suggested in the concept note on operationalisation of Nexus(November 2018). The project will be developed and implemented based in Kinshasa to support central and provincial governments, CSOs and development partners.

2.3.2. Effectiveness

The New Deal for engagement in fragile states is a breakthrough agreement between fragile states and partners to change the policy and practice of engagement. Endorsed by over 44 countries and multilateral partners, it has become a key reference on how to work effectively in countries affected by conflict, fragility and violence. Effectiveness is a central question for which Key figures, including the UN Secretary General, senior government representatives and heads of development agencies

have called on the international community, national leaders, and civil society to work in the line with New Deal principles and commitments. As a cross-cutting issue in the fragile context, the fragility-sensitive approach will be mainstreamed during the project implementation to ensure aid effectiveness.
Humanitarian-Development-Peace Nexus has been discussed for the operationalisation in DRC since 2018 and the pilots will facilitate the transitions from humanitarian aid to development to make sure effectiveness of efforts of all H-D-P actors and this project, as one of the first-ever pilots in DRC will contribute this process.

2.3.3. Efficiency

Efficiency will be achieved using strong project planning and results-based implementation, as well as by assessing the capacity of implementing partners with respect to their capacity, skills, ability and ensure accountable financial management processes. The project will also benefit from already existing technical expertise at UNDP DRC country office as well as from the partnerships established in the context of previous and ongoing activities. Finally, the project will work in close partnership with local CSOs, private sector, academia and development partners.

2.3.4. Impact

The project was designed within the framework of capacity development aimed at obtaining transformational changes sustainable beyond the length of the intervention. The table below summarizes the mechanisms used to ensure the retention of capacities[21].

Table 4. Mechanisms used to ensure the retention of capacities

	Developing capacities	Utilizing capacities	Retaining capacities
Individual level	Developing a know-how, specific knowledge, skills and approaches.	Applying the know-how, the specific knowledge, the skills and the approach.	Reducing the loss of trained and competent personnel and facilitating know-how and knowledge transfer within the organization.
Organizational level	Establishing effective structures, processes, and procedures.	Integrating the new processes and procedures into the daily work.	Regularly adapting and adjusting the structures, processes and procedures.
Institutional level	Developing adequate policies, regulations, and rules.	Making sure that the policies, regulations and rules are respected.	Regularly adapting and adjusting policies, regulations and rules.

As the New Deal and Nexus in DRC are well aligned with global, regional local agendas such as SDGs (SDG 16 in particularly), African Union's Agenda 2063 and the National Strategic Development Plan(New Deal and Nexus elements have been integrated into the plan document in 2019), it is

[21] *The Challenge of Capacity Development: Working towards good practice, OECD 2006*

expected to have a sound impact in the specific context of DRC in the long-term. Realistic and innovative strategies planned in the project such as peer-learning through fragile-to-fragile / South-South mechanism, innovative partnership for operationalisation of Nexus and coordination mechanism will help accelerate the process for exit from fragility and transitions from humanitarian aid to development through which impact from all H-D-P efforts will be improved.

2.3.5. Sustainability

National ownership and leadership as well as the use of country systems are the bedrock of this project Ensuring that the DRC government is capacitated, visible and credible at the international level and local level (focal points within governments) will be crucial.

New Deal and Nexus principles shall be incorporated at every stage of project implementation, including during the setting of priorities and the implementation process. The project will invest in strengthening the capacity of government institutions and civil society organizations for sustainability beyond the life of this project. For instance, support to aid coordination, statistical office of the Ministry of planning, and civil society advocacy and monitoring capacities will draw upon existing resources and networks (government-development partner working groups and the Civil Society Platform for Peacebuilding and Statebuilding). It will focus on enhancing existing mandates and core functions of these agencies and organizations.

The long presence and mandates of UNDP in the DRC and the partnership UNDP has built with the relevant national stakeholders will remain key in the success of the project results. Sustainability will also depend on the ability of UNDP to ensure that the Country Office is informed of latest developments in the New Deal and Nexus and are well-engaged in the roll-out of the programme.

2.3.6. Cross-cutting issues (environment, gender, ICT, human rights)

In line with the UNDP New Deal implementation facility's plan 2017-2021, the project will strive for at least 15 percent of the entire allocated project budget is spent on promoting gender equality and women's empowerment. The project will encourage efforts to have gender-balanced delegations in workshops and meetings and to gender-mainstream national policy and strategy drafting processes that include the development of compacts. Through the Fragile-to-Fragile / South-South cooperation and exchange of good practices throughout the activities, the project will also take lessons from an exercise with women's groups to review New Deal implementation from a gender perspective, including the recognition of gender gaps in the process of Compact.

Nexus Accelerator programme proposed in this project will be based on youth, technology (ICT) and bottom-up approaches. Innovation is at the centre of overall activities implementation which is well aligned with UNDP's Accelerator Laboratory's approaches in 60 county offices including DRC and a New Way of Working (NWoW) principle. As ICT is one of the areas where the Republic of Korea (RoK) has strong expertise, it would be considered to collaborate with Korean expertise to contribute to practicability, durability and visibility of the activity. This is relevant as recommended by Kwon et al.22 (KOICA, 2015) as a point of collaboration in terms of the New Deal support from the RoK.

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[22] *Analysis of Support for Conflict and Fragile States: the implementation of the New Deal for Engagement in Fragile States, 2015, KOICA (published in Korean)*

3. Project Description

3.1. Goal and Objective

The goal of the proposed project is to bring Sustaining Peace and Sustainable Development into DRC. The objective is set to achieve the goal by strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC. The outcomes, outputs and activities were identified to achieve the goal and the objective and described below in detail.

Project Title	**SUSTAINING PEACE through NEW DEAL Implementation and Humanitarian-Development-Peace NEXUS in DRC**
Goal and Objective	• **Goal**: Bring Sustaining Peace and Sustainable Development into DRC • **Objective**: Strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC
Expected Project Outcomes	• **Project outcome 1**: National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels; • **Project outcome 2**: The COMPACT roadmap of the New Deal updated in 2019 is implemented to support development coordination for implementation of national and provincial development plans; • **Project outcome 3**: Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;
• **Output 1.1:** The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018; • **Output 1.2:** The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;	
• **Output 2.1:** The dialogue mechanism amongst development actors in DRC is strengthened; • **Output 2.2:** Effective financing modalities are designed; • **Output 2.3:** Compact preparation and implementation are monitored;	
• **Output 3.1:** Coordination mechanism for operationalisation of Nexus is established and supported; • **Output 3.2:** Joint and coordinated planning and programming process is supported; • **Output 3.3:** Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;	

3.2. Expected Results

3.2.1. Problem and Solution Tree Diagram

Causes	Causal consequences	Problems to be solved	Activities to solve defined problems	Outputs	Outcomes	Objectives	Goal
Cause 1.1.1 No context-specific and applicable knowledge on sectoral planning	**Causal consequence 1.1** Lack of sectoral plans on priorities in the fragile context including PSGs	**Problem 1** Lack of political will to solve the sectoral issues regarding priorities including PSGs	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	Output 1.1: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	**Outcome 1** National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels	**Objective** Strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC	**Goal** Bring Sustaining Peace and Sustainable Development into DRC
Cause 1.1.2 Weak awareness on the New Deal and Nexus tools for Sustaining Peace at sectoral level			Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;				
Cause 1.1.3 No existence of PSGs-based sectoral plans			Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;				
Cause 1.2.1 No context-specific and applicable knowledge on provincial-level development planning	**Causal consequence 1.2** Lack of provincial-level development plans and its coordination and harmonisation mechanisms		Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;	Output 1.2 : The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;			
Cause 1.2.2 Weak awareness on the New Deal and Nexus tools for Sustaining Peace at provincial level			Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;				
Cause 1.2.3 Lack of provincial development plans			Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;				
Cause 2.1.1 No context-specific and applicable knowledge on dialogue mechanism for Compact	**Causal consequence 2.1** Lack of dialogue mechanisms amongst	**Problem 2** Lack of implementing mechanism after national	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	Output 2.1: The dialogue mechanism amongst development actors in DRC is strengthened	**Outcome 2** The COMPACT roadmap of the New Deal updated in 2019		

Cause 2.1.2 Lack of effective dialogue mechanism between international and national actors for development coordination of DRC	development actors	and provincial development planning and its coordination	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period		is implemented to support development coordination for implementation of national and provincial development plans
Cause 2.2.1 No context-specific and applicable knowledge on financing modality for Compact	**Causal consequence 2.2** Lack of financing modality for implementation of national and provincial development plans		Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	Output 2.2: Effective financing modalities are designed;	
Cause 2.2.2 Lack of effective financing modality for international and national actors of development in DRC			Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;		
Cause 2.3.1 No context-specific and applicable knowledge on monitoring mechanism of Compact	**Causal consequence 2.3** Lack of monitoring to anticipate the Compact agreement		Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	Output 2.3: Compact preparation and implementation are monitored;	
Cause 2.3.2 Lack of effective monitoring system to follow up on compact preparation and implementation			Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;		
Cause 3.1.1 Lack of provincial task forces for operationalisation of Nexus at provincial level	**Causal consequence 3.1** Lack of coordination mechanism for operationalisation of Nexus	**Problem 3** Lack of harmonisation between Humanitarian, Development and Peace actors and their efforts to bring sustaining peace in DRC	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	Output 3.1: Coordination mechanism for operationalisation of Nexus is established and supported;	**Outcome 3** Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;
Cause 3.1.2 Lack of joint analysis of the situation in synergy with New Deal's fragility assessment			Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;		
Cause 3.2.1 Lack of piloting Nexus	**Causal consequence 3.2** Lack of joint and comprehensive planning and		Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in	Output 3.2: Joint and coordinated planning and programming process is supported;	

	programming		prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);				
Cause 3.2.2 Lack of collective outcomes elaborated and validated with possible activities of H-D-P actors at provincial level			Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;				
Cause 3.3.1 Lack of Accelerating factors for operationalisation of Nexus	**Causal consequence 3.3** Lack of accelerating factor for operationalisation of Nexus		Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	Output 3.3: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;			
Cause 3.3.2 Lack of Lessons and good practices shared on accelerating factors for operationalisation of Nexus			Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;				

3.2.2. Logical framework of the project

★: *for KPI (Key Performance Indicator), which shall be measured at the completion of the project by means of proving project achievement representatively.*

Project title	SUSTAINING PEACE through NEW DEAL Implementation and Humanitarian-Development-Peace NEXUS in DRC
Goal	Bring Sustaining Peace and Sustainable Development into DRC
Objectives	Strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC

Project Outcome 1	Indicator 1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels	★ Number of PSGs-based sectoral plans elaborated and validated ★ Number of provincial development plans elaborated and validated	0 4	3 8	UNDP (project report) UNDP (project report), PDPs	UNDP, Sectoral Ministries UNDP,MoP	Yearly		
Output 1.1	Indicator 1.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.1	Responsible Party
The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	Number of people participated in F2F-SS missions on PSGs-based sectoral planning Number of F2F/SS reports on lessons learnt, recommendations and way forward on sectoral planning	0 0	3 1	UNDP (project report), MoP's mission report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	-Ministry of Planning -Platform CSO -Sectoral Ministries
	Indicator 1.1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.2	Responsible Party
	Number of people sensitised on the New Deal with Peace vision and Nexus tools for Sustaining Peace and sectoral planning	0	600	UNDP (project report)	UNDP, MoP	Yearly	Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;	-Ministry of Planning -Platform CSO -Sectoral Ministries
	Indicator 1.1.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.3	Responsible Party
	★ Number of PSGs-based sectoral plans elaborated and validated Percentage of fragility assessment-suggested recommendations/activities integrated into the sectoral plans	0 0	3 20	UNDP (project report), MoP's report	UNDP	Yearly	PSGs-based sectoral plans are elaborated and validated at the sectoral level;	-Ministry of Planning -Platform CSO -Sectoral Ministries
Output 1.2	Indicator 1.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.1	Responsible Party
The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line	Number of people participated in F2F-SS missions on provincial development planning	0	3	UNDP (project report), MoP's mission report	UNDP, MoP Provincial gov.	Yearly	Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure	-Ministry of Planning -Platform CSO -Provincial gov(planning)

with joint analysis of situation for operationalisation of Nexus;	Number of F2F/SS reports on lessons learnt, recommendations and way forward on provincial development planning	0	1				factors;	
	Indicator 1.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.2	Responsible Party
	Number of people sensitised on New Deal with Peace vision and Nexus tools for Sustaining Peace and provincial development planning	0	600	UNDP (project report)	UNDP, MoP Provincial gov.	Yearly	Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;	-Ministry of Planning -Platform CSO -Provincial gov(planning)
	Indicator 1.2.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.3	Responsible Party
	★ Number of Provincial development plans elaborated and validated Percentage of fragility assessment-suggested recommendations/activities integrated into the provincial development plans	4 0	8 20	UNDP (project report), PDPs	UNDP, MoP Provincial gov.	Yearly	Provincial development plans are elaborated and validated at the provincial level;	-Ministry of Planning -Platform CSO -Provincial gov(planning)
Project Outcome 2	Indicator 2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
The COMPACT roadmap of the New Deal updated in 2019 is implemented to support development coordination for implementation of national and provincial development plans	★Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans; ★Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0 0	1 1	UNDP (project report), Report on dialogue platform UNDP (project report), Report on financing modalities	UNDP, MoP UNDP, MoP	Yearly Yearly		
Output 2.1	Indicator 2.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.1.1	Responsible Party
The dialogue mechanism amongst development actors in DRC is strengthened	Number of people participated in F2F-SS missions on dialogue mechanism for COMPACT Number of F2F/SS reports on lessons learnt, recommendations and way forward on dialogue mechanism for COMPACT	0 0	3 1	UNDP (project report), Mission Report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.1.2	Responsible Party

	★Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0	1	UNDP (project report), Report on piloting dialogue platform	UNDP, MoP	Yearly	Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
Output 2.2	Indicator 2.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.2.1	Responsible Party
Effective financing modalities are designed;	Number of people participated in F2F-SS missions on financing modalities for COMPACT Number of F2F/SS reports on lessons learnt, recommendations and way forward on financing modalities for COMPACT	0 0	3 1	UNDP (project report), Mission Report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO - Ministry of Finance, tbc -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.2.2	Responsible Party
	★Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0	1	UNDP (project report), Report on effective financing modality	UNDP, MoP	Yearly	An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO - Ministry of Finance, tbc -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
Output 2.3	Indicator 2.3.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.3.1	Responsible Party
Compact preparation and implementation are monitored;	Number of people participated in F2F-SS missions on implementation of COMPACT and its monitoring; Number of F2F/SS reports on lessons learnt, recommendations and way forward on implementation of COMPACT and its monitoring;	0 0	3 1	UNDP (project report), Mission report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.3.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.3.2	Responsible Party
	★Number of mid-term monitoring report released on the New Deal roadmap implementation with a focus on Compact;	0	1	UNDP (project report), Report on	UNDP, MoP	Yearly	The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc

								-Donor groups in DRC, tbc

Project Outcome 3	Indicator 3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;	★Number of provincial-level task forces established for operationalisation of Nexus in the target provinces	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.	Yearly		
	★Number of provinces that conducted joint analysis of the situation	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.	Yearly		
	★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.			
Output 3.1	Indicator 3.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.1.1	Responsible Party
Coordination mechanism for operationalisation of Nexus is established and supported;	★Number of provincial-level task forces established for operationalisation of Nexus in the target provinces	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Indicator 3.1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.1.2	Responsible Party
	★Number of provinces that conducted joint analysis of the situation	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;	-Ministry of Planning -Provincial governments (Planning) - H-D-P actors
	Percentage of fragility assessment-anlysed elements integrated into the joint analysis	0	20					
Output 3.2	Indicator 3.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.2.1	Responsible Party
Joint and coordinated planning and programming process is supported;	★Number of provinces where Nexus pilots are implemented	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Indicator 3.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.2.2	Responsible Party
	★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Number of H-D-P actors who	0	30	UNDP (project	UNDP,MoP,	Yearly		

	suggested activities under the collective outcomes			report)	Provincial gov.			
Output 3.3	Indicator 3.3.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.3.1	Responsible Party
Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;	Number of Nexus Accelerator Programme piloted	0	1	UNDP (project report)	UNDP,MoP, MoYouth	Yearly	Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	-Ministry of Planning -Ministry of Youth -Provincial governments (Kinshasa, other target provinces) -Public-private partners (NGO/Company)
	★Number of Nexus startups invested	0	6	UNDP (project report), Programme report	UNDP,MoP, MoYouth	Yearly		
	Indicator 3.3.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.3.2	Responsible Party
	Number of DRC startups participated in F2F/SS mission to share lessons and good practices	0	6	UNDP (project report)	UNDP,MoP, MoYouth	Yearly	Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;	-Ministry of Planning -Ministry of Youth -Public-private partners (NGO/Company) -UNDP Accelerator lab network -Youthconnekt network

3.2.3. Expected outcomes and indicators

★: for KPI (Key Performance Indicator)

- **Project outcome 1**: National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels;
  - Key Indicators:

★ Number of PSGs-based sectoral plans elaborated and validated (baseline/target: 0/3);

★ Number of provincial development plans elaborated and validated (baseline/target: 4/8);

- **Project outcome 2**: The COMPACT roadmap of the New Deal updated in 2019 is implemented to support development coordination for implementation of national and provincial development plans;
  - Key Indicators:

★ Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1);

★ Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1);

- **Project outcome 3**: Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;
  - Key Indicators:

★ Number of provincial-level task forces established for operationalisation of Nexus in the target provinces (baseline/target: 0/3);

★ Number of provinces that conducted joint analysis of the situation (baseline/target: 0/3);

★ Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level (baseline/target: 0/3);

3.2.4. Expected outputs and indicators

• **Output 1.1**: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;

Key Indicators: ★ Number of PSGs-based sectoral plans elaborated and validated (baseline/target: 0/3)

• **Output 1.2**: The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;

Key Indicator: ★ Number of provincial development plans elaborated and validated (baseline/target: 4/8);

• **Output 2.1**: The dialogue mechanism amongst development actors in DRC is strengthened;

Key Indicators: ★ Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1);

• **Output 2.2**: Effective financing modalities are designed;

Key Indicators: ★ Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans (baseline/target: 0/1);

- **Output 2.3**: Compact preparation and implementation are monitored;
  Key Indicators: ★Number of mid-term monitoring report released on the New Deal roadmap implementation with a focus on Compact (baseline/target: 0/1)

- **Output 3.1**: Coordination mechanism for operationalisation of Nexus is established and supported;
  Key Indicators: ★ Number of provincial-level task forces established for operationalisation of Nexus in the target provinces (baseline/target: 0/6); ★ Number of provinces that conducted joint analysis of the situation (baseline/target: 0/3);
- **Output 3.2**: Joint and coordinated planning and programming process is supported;
  Key Indicators: ★Number of provinces where Nexus pilots are implemented (baseline/target: 0/3), ★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level (baseline/target: 0/3)
- **Output 3.3**: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;
  Key Indicators: ★Number of Nexus startups invested (baseline/target: 0/6)

3.3. Project Activities

Activities proposed in this project are aligned with the National Roadmap for implementation of the Busan partnership and the New Deal in DRC (2017-2019) validated in 2016 as well as the updated roadmap after the fragile-to-fragile peer learning workshop conducted in Sierra Leone in October 2018. An action plan proposed in the concept note for operationalisation of Nexus in DRC (UN Nexus Core Team in DRC, November 2018) has been taken into consideration for the activities related to Nexus operationalisation in this project.

A strategy for province-level Sustaining Peace and Development with supports of New Deal and Nexus tools is suggested in this project and drawn in a diagram below (See Figure 2). This shows how New Deal and Nexus tools can support with synergy inclusive country-led and country-owned transitions out of fragility and reduction of risk, vulnerability and overall levels of need, providing a reference frame for both humanitarian and development actors to contribute to the common vision of a future in which no one is left behind.

In the context of DRC that has an equivalent area with western Europe, it is worth discussing humanitarian, development and peace interventions not only at national level but also at the provincial level. This has been suggested as entry point of Nexus operationalisation in DRC with piloting projects and setting collective outcomes at provincial level (Concept note on Nexus operationalisation, UN Nexus Core Team, November 2018). This is also timely and relevant in preparation and implementation of COMPACT not only at national but also provincial level as it was one of the strategical points recommended during the fragile-to-fragile peer learning workshop organised in October 2018 in Sierra Leone (Mission report, Ministry of Planning, October 2018; Annual report of the New Deal project 2018, UNDP DRC, January 2019).

New Deal and Nexus tools will support from diagnosis with country-led, country-owned reality-capturing fragility assessment of New Deal and H-D-P actors' joint analysis of situation of Nexus to elaboration of Provincial Development Plan(PDP) and its implementation in a coordinated manner.

Below is the table that explains how proposed activities will support each step described in the diagram.

Table 1. Activities and its alignment of project activities with the project strategy (Figure 2)

Project Activities	Contribution to the process of ;	Description
Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	Elaboration of PDP (at the sectoral level)	F2F/SS on sectoral planning will be conducted in collaboration with g7+ member states and South-South actors. It includes New Deal and Nexus tools. This will contribute to the national and provincial-levels sectoral planning process and PDP elaboration in sector-specific part;
Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;	Elaboration of PDP (at the sectoral level)	This is planned for awareness-raising on the New Deal and Nexus tools for Sustaining Peace and PSG-based sectoral planning;
Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;	Elaboration of PDP (at the sectoral level)	PSGs-based sectoral plans will be elaborated and technically validated with support of or/and expertise;
Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;	Comprehensive Diagnosis for PDP, Elaboration of PDP	F2F/SS on (provincial) development planning will be conducted in collaboration with g7+ member states and South-South actors. This includes New Deal and Nexus tools. This will contribute to comprehensive Diagnosis for PDP and Elaboration of PDP;
Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;	Comprehensive Diagnosis for PDP, Elaboration of PDP	This is planned for awareness-raising on the New Deal and Nexus tools for Sustaining Peace and provincial-level development planning;
Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;	Comprehensive Diagnosis for PDP, Elaboration of PDP	Provincial development plans (4 provinces: Kasai, Kasai-Oriental, Lomami, Sankuru) will be elaborated and technically validated with support of international or/and national expertise;
Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	Coordination for implementation of PDP	F2F/SS on dialogue mechanism for national or/and provincial-levels development coordination will be conducted in collaboration with g7+ member states and South-South actors. This will contribute to the coordination for provincial-level PDP implementation;
Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development	Coordination for implementation of PDP	Effective dialogue mechanism for development coordination will be designed and piloted with support

coordination of DRC is designed in a participatory manner and piloted during the project period		of international or/and national expertise;
Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	Coordination for implementation of PDP	F2F/SS on financing mechanism for national or/and provincial-levels development coordination will be conducted in collaboration with g7+ member states and South-South actors. This will contribute to the coordination for provincial-level PDP implementation;
Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;	Coordination for implementation of PDP	Effective financing modality for development coordination will be designed with support of international or/and national expertise;
Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	Coordination for implementation of PDP	F2F/SS on implementation of COMPACT and its monitoring for national or/and provincial-levels development coordination will be conducted in collaboration with g7+ member states and South-South actors. This will contribute to the coordination for provincial-level PDP implementation;
Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;	Monitoring of implementation of PDP	The roadmap for New Deal implementation and the GPEDC will be implemented with a focus on Compact preparation and implementation and this will be monitored with support of international or/and national expertise;
Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	Whole process	Provincial-level (under the provincial Ministry of Planning) task forces for Nexus Operationalisation will be established and these teams will be coordinators for interventions of Nexus and New Deal at provincial level;
Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;	Comprehensive Diagnosis for PDP	Joint analysis of the situation with use of Nexus and New Deal tools will be conducted in target provinces where appropriate in line with the process of PDP elaboration to maximise its impact.
Activity 3.2.1 Nexus Pilots are implemented with a	Elaboration of PDP, Coordination for	As first part of joint planning and programming of

transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);	implementation of PDP	Nexus, Nexus pilots will be implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);
Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;	Elaboration of PDP, Coordination for implementation of PDP	As second part of joint planning and programming of Nexus, collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;
Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	(Acceleration of) Implementation of PDP	As a strategy to accelerate the Nexus operationalisation under the strategic roadmap of implementation of PDP, youth-led, bottom-up oriented and technology-based Nexus Accelerator Programme will be piloted in a city (Kinshasa or another city) with participants/startups from target provinces; A public-private partnership may be built for this activity with Korean NGOs and private companies specialised in the areas;
Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;	(Acceleration of) Implementation of PDP	Lessons and good practices are shared with possibility to scale-up through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;

3.4. Project Implementation

3.4.1. Implementation structure



A Steering Committee (Project Board) composed of the Ministry of Planning, Platform of CSOs, UNDP and KOICA will provide overall strategic guidance. Day-to-Day project coordination will be assured by an international project manager (FTA P3) supported by a national expert (SC10) in planning (New Deal), a national expert(SC8) in socio-economic reintegration with focus on Nexus and the quality will be assured by a national expert in M&E and Reporting (SC6). A communication officer (Int'l UNV) m administrative and financial assistant (SC6) and a driver (SC2) will support the overall implementation. The project management team will be based in Kinshasa. This team will be supported at CO level by the programme analyst under the overall supervision of Team Leader Inclusive Growth and Sustainable Development. UPAQ, the Quality Assurance Unit of UNDP, will provide support to the project in terms of quality assurance and compliance with rules and procedures to ensure a high level of performance.

3.4.2. Legal status of participating organizations

The project will be implemented under the 'Direct Implementation Modality (DIM).

3.4.3. Responsibilities of cooperating organizations

The institutional partners will be the Ministry of Planning in collaboration with the sectoral ministries and provincial governments/ministries and the relevant Divisions as the national counterpart in the operationalization of the project. This approach, which has been used by UNDP in the past, has the advantage of enhancing national ownership, promoting the inclusion of lessons learned into national policies.

3.4.4. Communications plan among all stakeholders

Steering Committee (SC) / Project Board will be set up at the beginning of the project and analyse the overall relevance and coherence of the activities included in the work plans in communication with board members including KOICA, Ministry of Planning and representative of CSOs Platform. At technical level, there will be frequent communication between the Ministries concerned, the donor and other implementing partners to ensure that the activities are in line with the UNDP DRC's objectives as well as those defined in the various sectoral policy frameworks. In particular, it is planned to have a consultation workshop sharing the yearly progress of the project, having

discussions and feedbacks at the HQ of KOICA (Seoul). The following table summarises a plan of meetings, reports and ceremonies for communication with stakeholders.

Document/event	Frequency/	Responsible	Recipient	Content
Initial plan	4Q 2019 (beginning of project)	UNDP	KOICA	Operational plan (overall implementation plan)
Steering committee meeting	Annually	UNDP, Ministry of Planning, Platform CSOs, KOICA		Decisions are made for the project implementation
Project launching ceremony	1Q 2020	UNDP, Ministry of Planning, Platform CSOs, KOICA	Project participants	Ministers, Ambassador of RoK, Country director of KOICA and local media will be invited
Annual Work Plan	Annually	Ministry of Planning	UNDP	List of activities planned for the year
Technical meeting	Quarterly	UNDP, KOICA		Technical discussion on project implementation
Annual Work Plan	Annually	Project Management Team	UNDP	List of outputs and activities planned for the year
Progress Report	Quarterly	Ministry of Planning, Platform CSOs	UNDP	Financial and activity report
Progress Report	Annually	UNDP	KOICA	Overall status and detailed achievements
Financial report	Annually	UNDP	KOICA	Financial statements, expenses detailed
Consultation workshop with KOICA HQ	Annually	UNDP	KOICA (HQ)	Project progress shared, discussed and consulted
Success stories and lessons learnt	Ad hoc	UNDP	All	Examples of achievements, good practices, etc.
Phase-out plan	3Q 2021	Steering Committee	UNDP	Plan detailing phasing-out
Project Closing Ceremony	4Q 2021 (end of the project)	UNDP, Ministry of Planning, KOICA	Project participants	Ministers, Ambassador of RoK, Country director of KOICA and local media will be invited
Final report	1Q 2022	UNDP	KOICA	Overall report including evaluation

3.4.5. Work plan and time frame

Outputs	Activities	KOICA's time frame	Y1 (Dec.2019-2020)					Y2 (Jan 2021-Dec.2021)			
			4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
		UNDP's time frame		AWP1 (2020)				AWP2 (2021)			
			Dec	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Output 1.1	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;			x							
	Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;				x				x		
	Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;					x	x	x			
Output 1.2	Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;				x						
	Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;				x				x		
	Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;					x	x	x	x	x	
Output 2.1	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;					x					
	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period			x	x	x		x		x	
Output 2.2	Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;						x				

	Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;						x	x			
Output 2.3	Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;						x				
	Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;							x	x		
Output 3.1	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;		x	x	x						
	Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;			x	x		x	x			
Output 3.2	Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);				x	x		x	x		
	Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;					x			x		
Output 3.3	Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;			x	x	x					
	Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;							x	x		
Accountability	Supporting the monitoring committee of project for their activities in the monitoring/evaluation, and supervision of the implementation of the project				x				x		
	Project evaluation								x		
	Project audit								x		

*Details on activities and responsible partners are described in the logical framework and the section 3.3

3.4.6. Budget plan (evidence-based)

Output	Activity	Detailed Description	Year 1 (USD)	Year 2 (USD)	Total budget (USD)
Output 1.1: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	Mission, conference, training, int'l meetings, Restitution workshop	12 000	12 000	24 000
	Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;	Workshop, IEC(Information, Education, Comm) materials	10 000	10 000	20 000
	Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;	3 PSGs-based sectroal plans, int/nat expertise	90 000	40 000	130 000
	Direct Project Cost		13 000	13 000	26 000
	Sub-total Output 1.1		**125 000**	**75 000**	**200 000**
Output 1.2 : The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;	Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;	Mission, conference, training, int'l meetings, Restitution workshop	15 000	15 000	30 000
	Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;	Workshop, IEC(Information, Education, Comm) materials	10 000	10 000	20 000
	Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;	4 PDPs(Kasai, Kasai-oriental, Lomami, Sankuru), int/nat expertise	135 000	47 000	182 000
	Direct Project Cost		15 000	5 000	20 000
	Sub-total Output 1.2		**175 000**	**77 000**	**252 000**
Outcome 1 Total			**300 000**	**152 000**	**452 000**
Output 2.1: The dialogue mechanism amongst development actors in DRC is strengthened	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	Mission, conference, training, int'l meetings, Restitution workshop	45 000	15 000	60 000
	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period	Design report of dialogue mechanism, piloting dialogues (eg. Conference, donor-government round table) organised	90 000	40 000	130 000

	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 2.1		**140 000**	**60 000**	**200 000**
Output 2.2: Effective financing modalities are designed;	Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	Mission, conference, training, int'l meetings, Restitution workshop	30 000	10 000	40 000
	Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;	Design/report on effective Financing modality	40 000	10 000	50 000
	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 2.2		**75 000**	**25 000**	**100 000**
Output 2.3: Compact preparation and implementation are monitored;	Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	Mission, conference, training, int'l meetings, Restitution workshop	40 000	16 000	56 000
	Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;	Design/report on Compact monitoring system	50 000	20 000	70 000
	Direct Project Cost		7 000	7 000	14 000
	Sub-total Output 2.3		**97 000**	**43 000**	**140 000**
Outcome 2 Total			**312 000**	**128 000**	**440 000**
Output 3.1: Coordination mechanism for operationalisation of Nexus is established and supported;	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	Task forces in 3 provinces	90 000	20 000	110 000
	Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;	3 provinces	50 000	10 000	60 000
	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 3.1		**145 000**	**35 000**	**180 000**
Output 3.2: Joint and coordinated planning and programming process is supported;	Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);	Community-based socio-economic reintegration programmes implemented	210 000	10 000	220 000

	Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;	3 target provinces(Tanganyia, Central-Kasai, Kasai)	50 000	10 000	60 000
	Direct Project Cost		30 000	10 000	40 000
	Sub-total Output 3.2		**290 000**	**30 000**	**320 000**
Output 3.3: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;	Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	Nexus Accelarator programme is organised and operated (8 months) in Kisnasha	265 000	20 000	285 000
	Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;	Missions(showcasing), Web conference, report publications	15 000	15 000	30 000
	Direct Project Cost		15 000	5 000	20 000
	Sub-total Output 3.3		**295 000**	**40 000**	**335 000**
Outcome 3 Total			**730 000**	**105 000**	**835 000**
Project Coordination	Project Coordination : Project manager (FTA P3), National Expert(SC10), Admin/finance assistant(SC6), Driver (SC2)	-	353 601	353 601	707 202
	Common service	Office running cost for project staffs	30 000	30 000	60 000
	Equipment	Vehicle maintenance, fuels, security-related, office materials	15 740	15 740	31 480
	Sub-total Project coordination		**399 341**	**399 341**	**798 682**
Communication and M&E	Communications and Visibility	including annual donor-consultation/showcasing workshops in Korea or/and int'l conferences, communication materials	20 000	20 000	40 000
	Communication officer (Nat'l UNV)	-	28 000	28 000	56 000
	M&E joint field missions	-	10 000	10 000	20 000

	M&E officer (SC6)	-	33 814	33 814	67 628
	External evaluation	-	0	20 000	20 000
	Audit	-	0	20 000	20 000
	Sub-total Communication and M&E		**91 814**	**131 814**	**223 628**
Total programmable budget (1)			1 833 155	916 155	2 749 310
Miscellaneous (2)			178	512	690
General Management Services: 8 % (3)			146 667	73 333	220 000
Levy 1% (4)			20 000	10 000	30 000
Total Budget (1 + 2 + 3 + 4)			**2 000 000**	**1 000 000**	**3 000 000**

3.5. Result Management Plan

3.5.1. Risk management plan

Risk typology	Risks (R) (Threats, Opportunities) Mitigating Measures (MM)	Level of Risk (1-5)	Probability of Risk Point (1-5)
Security (R.1)	R.1.1. Insecurity in some areas The global context of the project is marked by the fragile setting. The security issue is directly linked to the result of several elections recently held including presidential and senatorial elections on December 2018 and March 2019 respectively. MM.1.1. To avoid this situation, information and communication activities will be undertaken by UNDP and with all stakeholders. Thus, the authorities and partners will be accountable in relation to the results of the project and its achievements.	**4-5**	**4**
Financial (R.2)	R.2.1 Fiduciary Risks Relating to the Disbursement Circuit The public spending circuit does not provide the necessary guarantees for a smooth flow of funds and also safeguards for the proper use of the resources allocated MM.2.2. A study on fiduciary risks was carried out during a previous project and circumscribed the rules for transfer management.	**3**	**3**
	R.2.3. The lack of financial participation by the State Despite the existence of state transfer funds, resources may not be available for co-financing investments MM .2.3. There will be ongoing dialogue with national authorities to ensure that commitments.	**2**	**3**
Operational (R.3)	R.3.1. The weakness of technical support Implementation of the project and its monitoring could be adversely affected by the weak human resource capacity of the technical support and support structures	**3**	**3**

	at national level MM.3.1. It is to remove this constraint that the Program includes interventions in the capacity building of the accompanying actors at the national and provincial levels.		
Institutional (R.4)	R.4.1. The inadequate support of government services The inability of the devolved technical services to provide local support (lack of staff, equipment, sometimes experience, and the constant change of personnel). MM.4.1. A capacity building program will be established. The program will provide support in the evaluation of the real costs of the monitoring and advisory functions for good budgeting of services.	**3**	**3**
	R.4.2. Corruption and commitment to public service A culture of transparent management of public affairs is yet to emerge MM.4.2. Strengthening the culture of accountability and citizen control will be at the heart of the program's interventions	**3**	**3**
Political (R.5)	R.5.2. Political struggles Political struggles at the national and provincial levels leaving the development of political governance. MM.5.2. Encourage political dialogue at the national and provincial levels	**3**	**3**

3.5.2. Knowledge management plan

The Project Management Unit will prepare quarterly and annual progress reports for the program. In addition, to ensure good communication on the results achieved and good practices developed at the project level, thematic workshops will be organized in the areas covered by the project. The PMU will be responsible for their organization in consultation with the partner organizations and national stakeholders.

In the area of communication and knowledge management, UNDP will develop and implement a strategy for knowledge management and advocacy on issues such as fragility-sensitive approach in development planning, fragile-to-fragile cooperation and the exchange of knowledge between self-

identified fragile countries (g7+) for effective implementation of the New Deal and Nexus Accelerator's innovative and good practices.

3.5.3. Monitoring and evaluation plan

A project monitoring and evaluation (M&E) system will be put in place to allow for a detailed evaluation of its contribution. The project will use as a starting point baseline data collected within the framework of ongoing interventions to feed into its results framework. The M&E mechanism will take into account harmonized indicators of the New Deal, Nexus, SDGs and African Union's Agenda 2063 as well as the UNDP institutional indicators related to its strategic plan. The M&E will, on an annual basis, through the Annual Work Plans (PTAs in French), measure performance and results. An international UNV will be recruited to support M&E and reporting.

Review and evaluation. Monitoring of the results and resources framework will be carried out by external missions (technical review, joint review with the national counterpart, evaluation missions). Thus, within the framework of this project two types of evaluation are envisaged: the periodic technical follow-up monitoring and the final evaluation(external). The project management unit and UNDP's Quality Assurance Unit (UPAQ in French) will ensure quality control. The project operation plan will describe in detail the mechanisms for implementation.

3.5.4. Transition or Exit strategy

The project will work with the central and provincial government authorities and will provide technical assistance in order to strengthen their capacity and ensure the continuity of the interventions initiated by the project. Ministry of Planning will ensure that lessons and good practices are integrated into the "Road Map for the Busan Partnership and the New Deal in DRC" on a regular basis. The lessons learned, in particular, from the Fragile-to-Fragile / South-South cooperation and knowledge exchange will serve as a basis for the central and provincial governments to accelerate the implementation of the New Deal and operationalisation of Nexsus. Long-term sustainability will be built throughout the implementation of the project to ensure that project activities and interventions are included in the national and local development plans and budgets.

3.6. Partnership with Donors

3.6.1. Meetings with KOICA country office in *Target Country*

Date	KOICA Participants	UNDP Participants	Discussion and Recommendation
15/10/2018	Minyoung Jeong, Deputy Country director;	Joonwoo PARK, Specialist in Project Coordination	-Guideline shared for project concept paper in the funding window for fragile and conflict-affected settings
11/12/2018	Minyoung Jeong, Deputy Country director; Minjee Kang,	Joonwoo PARK, Specialist in Project Coordination	-Project Concept Paper format and detailed guidelines are shared

	Programme Coordinator		
12/03/2019	Minyoung Jeong, Deputy Country director;	Joonwoo PARK, Specialist in Project Coordination	- It was informed by KOICA that the first screening on the submitted PCP has been successful. - The feedbacks on the draft of the Project Concept Paper (submitted on 13 December 2018) were shared by KOICA with the project elaboration team of UNDP -Recommended to take into account the feedbacks for the project document.

3.6.2. Meetings with the partner country

Date	Government Participants	UNDP Participants	Discussion and Recommendation
28/03/2019	Herman Kakule, Director DCRE, Ministry of Planning, Focal point of New Deal	Joonwoo PARK, Specialist in Project Coordination Eric Nimubona, M&E officer	-The new project was presented by Joonwoo Park, UNDP for consultation. -Director Kakule, on behalf of the DRC, welcomed the new project and thanked the UNDP for this initiative of the DRC. He then appreciated the project for its special nature aimed at addressing the issues of fragility through sustainable solutions. He then expressed a strong commitment of the country for the success of the project and for a better appropriation of the results.

3.6.3. Plan for Reporting, meeting, ceremony (and etc.)

With respect to the reporting for this program, UNDP will provide the donor (KOICA) with the standard annual certified financial reports along with narrative progress reports focusing on the results. Launching and closing ceremonies are planned at the beginning and the end of the project respectively.

Document/event	Frequency/ period	Responsible	Recipient	Content
Initial plan	4Q 2019 (beginning of project)	UNDP	KOICA	Operational plan (overall implementation plan)
Steering	Annually	UNDP, Ministry of		Decisions are made for the

committee meeting		Planning, Platfrom CSOs, KOICA		project implementation
Project launching ceremony	1Q 2020	UNDP, Ministry of Planning, Platform CSOs, KOICA	Project participants	Ministers, Ambassador of RoK, Country director of KOICA and local media will be invited
Annual Work Plan	Annually	Ministry of Planning	UNDP	List of activities planned for the year
Technical meeting	Quarterly	UNDP, KOICA		Technical discussion on project implementation
Annual Work Plan	Annually	Project Management Team	UNDP	List of outputs and activities planned for the year
Progress Report	Quarterly	Ministry of Planning, Platform CSOs	UNDP	Financial and activity report
Progress Report	Annually	UNDP	KOICA	Overall status and detailed achievements
Financial report	Annually	UNDP	KOICA	Financial statements, expenses detailed
Consultation workshop with KOICA HQ	Annually	UNDP	KOICA(HQ)	Project progress shared, discussed and consulted
Success stories and lessons learnt	Ad hoc	UNDP	All	Examples of achievements, good practices, etc.
Phase-out plan	3Q 2021	Steering Committee	UNDP	Plan detailing phasing-out
Project Closing Ceremony	4Q 2021 (end of the project)	UNDP, Ministry of Planning, KOICA	Project participants	Ministers, Ambassador of RoK, Country director of KOICA and local media will be invited
Final report	1Q 2022	UNDP	KOICA	Overall report including evaluation

3.6.4. Visibility and public relations plan

The visibility of the program will be highly influenced by its visual representation, as well as by the extent of awareness of what the program envisions to change. This will require more innovative, engaging ways of diffusing UNDP ideas. Visibility including communication will be ensured by a communication expert (Int'l UNV) for which a Korean national would be highly recommended to recruit to enhance the representation of Korea and also to make sure the donor's visibility. The visibility and public relations plan are based on the model below;

Internal Communication

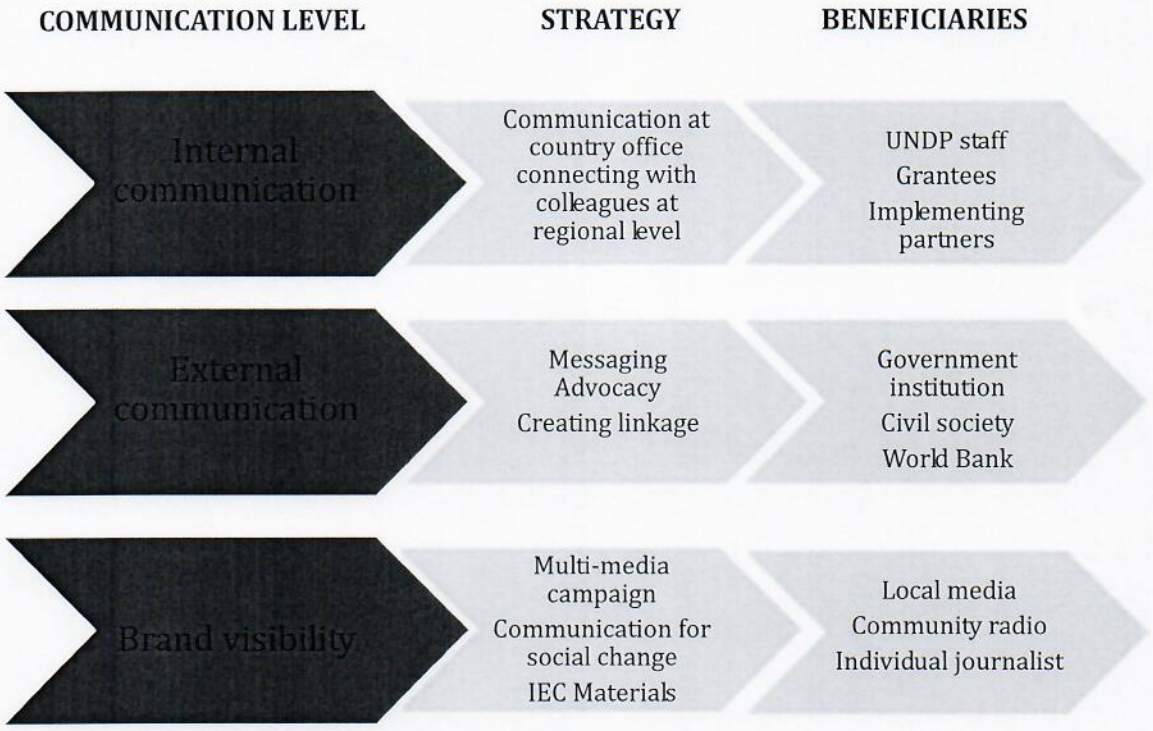
Through forums like the country office website, e-mail, regular unit meetings, sharing note to the file, mission trip reports, press overviews and regular updates from decentralized offices, staff will reinforce the culture of transparent and participatory communication.

External Communication

Messaging: Using clear, consistent, external messaging connecting with UNDP key partners to influence the effective implementation of the project. UNDP will therefore focus on advocacy and strengthening partnerships to influence concepts of New Deal and development aid.

Advocacy: Given the urgency to meet the needs of people, it is crucial to influence policy-makers towards action. Using evidence generated by UNDP, advocacy efforts will influence the New Deal process with improvement of aid statistics and personnel reform to address the current context of DRC. Based on the UNDP Strategic Plan, UNDP is developing a comprehensive advocacy strategy to address the issues with a special focus on vulnerable people. This will include advocacy for increased budget allocation to accelerate sustainable development and governance.

Creating linkages: A link will be established between the project and the actions carried out in DRC such as the Public Administration Reform and Rejuvenation Project implemented by the World Bank. UNDP will initiate, engage and facilitate forums and learning networks and will implement joint activities regarding our mandate.



Brand visibility

Multimedia Campaign: Media coverage can exert a great influence over the public, including, donors and the public. Media messages will be strategic and be based on the human rights perspectives. The messages will be disseminated through traditional media including newspapers, television, and radio as well as social media such as website, facebook, podcasts, and twitter.

IEC Materials: UNDP will develop and support implementing partners in the process of developing engaging information, education and communication (IEC) materials for communicating about the New Deal, development aid etc. These will include posters, banners, booklets, videos etc.

UNDP is committed to ensure visibility of the Republic of Korea towards beneficiaries, surrounding communities and local authorities throughout the project implementation. All items will be marked with the Republic of Korea and KOICA logo. UNDP will engage with the communication and sensitisation activities of the project such as community radios and local news publications within which Korean contribution through this project will be highlighted. The project considers making strategic partnership with the Korean NGOs and private companies that are specialised in the activities not only to improve the quality of implementation but also to make sure the visibility of the Republic of Korea. A Korean staff member who is experienced in the proposed areas may be recruited for the project.

Annual showcase or consultation forums can be co-organised with KOICA for sharing lessons learnt and institutionalising proven-best approach within the strategic frameworks on fragile and conflict-affected assistance programme and operationalisation of HDP Nexus.

Appendix 1. Problem and Solution Tree Diagram

Causes	Causal consequences	Problems to be solved	Activities to solve defined problems	Outputs	Outcomes	Objectives	Goal
Cause 1.1.1 No context-specific and applicable knowledge on sectoral planning	**Causal consequence 1.1** Lack of sectoral plans on priorities in the fragile context including PSGs	**Problem 1** Lack of political will to solve the sectoral issues regarding priorities including PSGs	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	Output 1.1: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	**Outcome 1** National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels	**Objective** Strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC	**Goal** Bring Sustaining Peace and Sustainable Development into DRC
Cause 1.1.2 Weak awareness on the New Deal and Nexus tools for Sustaining Peace at sectoral level			Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;				
Cause 1.1.3 No existence of PSGs-based sectoral plans			Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;				
Cause 1.2.1 No context-specific and applicable knowledge on provincial-level development planning	**Causal consequence 1.2** Lack of provincial-level development plans and its coordination and harmonisation mechanisms		Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;	Output 1.2: The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;			
Cause 1.2.2 Weak awareness on the New Deal and Nexus tools for Sustaining Peace at provincial level			Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;				
Cause 1.2.3 Lack of provincial development plans			Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;				
Cause 2.1.1 No context-specific and applicable knowledge on dialogue mechanism for Compact	**Causal consequence 2.1** Lack of dialogue mechanisms amongst	**Problem 2** Lack of implementing mechanism after national	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	Output 2.1: The dialogue mechanism amongst development actors in DRC is strengthened	**Outcome 2** The COMPACT roadmap of the New Deal updated in 2019		

Cause 2.1.2 Lack of effective dialogue mechanism between international and national actors for development coordination of DRC	development actors	and provincial development planning and its coordination	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period		is implemented to support development coordination for implementation of national and provincial development plans
Cause 2.2.1 No context-specific and applicable knowledge on financing modality for Compact	**Causal consequence 2.2** Lack of financing modality for implementation of national and provincial development plans		Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	Output 2.2: Effective financing modalities are designed;	
Cause 2.2.2 Lack of effective financing modality for international and national actors of development in DRC			Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;		
Cause 2.3.1 No context-specific and applicable knowledge on monitoring mechanism of Compact	**Causal consequence 2.3** Lack of monitoring to anticipate the Compact agreement		Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	Output 2.3: Compact preparation and implementation are monitored;	
Cause 2.3.2 Lack of effective monitoring system to follow up on compact preparation and implementation			Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;		
Cause 3.1.1 Lack of provincial task forces for operationalisation of Nexus at provincial level	**Causal consequence 3.1** Lack of coordination mechanism for operationalisation of Nexus	**Problem 3** Lack of harmonisation between Humanitarian, Development and Peace actors and their efforts to bring sustaining peace in DRC	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	Output 3.1: Coordination mechanism for operationalisation of Nexus is established and supported;	**Outcome 3** Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;
Cause 3.1.2 Lack of joint analysis of the situation in synergy with New Deal's fragility assessment			Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;		
Cause 3.2.1 Lack of piloting Nexus	**Causal consequence 3.2** Lack of joint and comprehensive planning and		Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in	Output 3.2: Joint and coordinated planning and programming process is supported;	

	programming		prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);				
Cause 3.2.2 Lack of collective outcomes elaborated and validated with possible activities of H-D-P actors at provincial level			Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;				
Cause 3.3.1 Lack of Accelerating factors for operationalisation of Nexus	**Causal consequence 3.3** Lack of accelerating factor for operationalisation of Nexus		Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	Output 3.3: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;			
Cause 3.3.2 Lack of Lessons and good practices shared on accelerating factors for operationalisation of Nexus			Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;				

Appendix 2. Logical Framework

★: for KPI (Key Performance Indicator), which shall be measured at the completion of the project by means of proving project achievement representatively.

Project title	SUSTAINING PEACE through NEW DEAL Implementation and Humanitarian-Development-Peace NEXUS in DRC
Goal	Bring Sustaining Peace and Sustainable Development into DRC
Objectives	Strengthening national and provincial capacities at upstream-planning level with New Deal tools to exist from fragility and institutionalising the gradual transition from Humanitarian aid to Development through operationalisation of Nexus in DRC

Project Outcome 1	Indicator 1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
National and Provincial capacities in New Deal's participatory planning process are strengthened at provincial and sectoral levels	★ Number of PSGs-based sectoral plans elaborated and validated ★ Number of provincial development plans elaborated and validated	0 4	3 8	UNDP (project report) UNDP (project report), PDPs	UNDP, Sectoral Ministries UNDP,MoP	Yearly		
Output 1.1	Indicator 1.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.1	Responsible Party
The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	Number of people participated in F2F-SS missions on PSGs-based sectoral planning Number of F2F/SS reports on lessons learnt, recommendations and way forward on sectoral planning	0 0	3 1	UNDP (project report), MoP's mission report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	-Ministry of Planning -Platform CSO -Sectoral Ministries
	Indicator 1.1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.2	Responsible Party
	Number of people sensitised on the New Deal with Peace vision and Nexus tools for Sustaining Peace and sectoral planning	0	600	UNDP (project report)	UNDP, MoP	Yearly	Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;	-Ministry of Planning -Platform CSO -Sectoral Ministries
	Indicator 1.1.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1.3	Responsible Party
	★ Number of PSGs-based sectoral plans elaborated and validated Percentage of fragility assessment-suggested recommendations/activities integrated into the sectoral plans	0 0	3 20	UNDP (project report), MoP's report	UNDP	Yearly	PSGs-based sectoral plans are elaborated and validated at the sectoral level;	-Ministry of Planning -Platform CSO -Sectoral Ministries
Output 1.2	Indicator 1.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.1	Responsible Party
The decentralised provincial	Number of people participated in F2F-	0	3	UNDP (project	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning	-Ministry of Planning

Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;	SS missions on provincial development planning Number of F2F/SS reports on lessons learnt, recommendations and way forward on provincial development planning	0	1	report), MoP's mission report	Provincial gov.		workshops organised for provincial development planning with focuses on best practices, failure factors;	-Platform CSO -Provincial gov(planning)
	Indicator 1.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.2	Responsible Party
	Number of people sensitised on New Deal with Peace vision and Nexus tools for Sustaining Peace and provincial development planning	0	600	UNDP (project report)	UNDP, MoP Provincial gov.	Yearly	Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;	-Ministry of Planning -Platform CSO -Provincial gov(planning)
	Indicator 1.2.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2.3	Responsible Party
	★ Number of Provincial development plans elaborated and validated Percentage of fragility assessment-suggested recommendations/activities integrated into the provincial development plans	4 0	8 20	UNDP (project report), PDPs	UNDP, MoP Provincial gov.	Yearly	Provincial development plans are elaborated and validated at the provincial level;	-Ministry of Planning -Platform CSO -Provincial gov(planning)
Project Outcome 2	Indicator 2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
The COMPACT roadmap of the New Deal updated in 2019 is implemented to support development coordination for implementation of national and provincial development plans	★Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans; ★Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0 0	1 1	UNDP (project report), Report on dialogue platform UNDP (project report), Report on financing modalities	UNDP, MoP UNDP, MoP	Yearly Yearly		
Output 2.1	Indicator 2.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.1.1	Responsible Party
The dialogue mechanism amongst development actors in DRC is strengthened	Number of people participated in F2F-SS missions on dialogue mechanism for COMPACT Number of F2F/SS reports on lessons learnt, recommendations and way forward on dialogue mechanism for COMPACT	0 0	3 1	UNDP (project report), Mission Report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.1.2	Baseline	Target	Means of	Source of	Frequency of	Activity 2.1.2	Responsible Party

				Verification	data	data collection		
	★Number of effective dialogue modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0	1	UNDP (project report), Report on piloting dialogue platform	UNDP, MoP	Yearly	Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
Output 2.2	Indicator 2.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.2.1	Responsible Party
Effective financing modalities are designed;	Number of people participated in F2F-SS missions on financing modalities for COMPACT Number of F2F/SS reports on lessons learnt, recommendations and way forward on financing modalities for COMPACT	0 0	3 1	UNDP (project report), Mission Report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO - Ministry of Finance, tbc -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.2.2	Responsible Party
	★Number of effective financing modality designed for international and national actors of development in DRC to implement the National and/or Provincial Development Plans;	0	1	UNDP (project report), Report on effective financing modality	UNDP, MoP	Yearly	An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO - Ministry of Finance, tbc -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
Output 2.3	Indicator 2.3.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.3.1	Responsible Party
Compact preparation and implementation are monitored;	Number of people participated in F2F-SS missions on implementation of COMPACT and its monitoring; Number of F2F/SS reports on lessons learnt, recommendations and way forward on implementation of COMPACT and its monitoring;	0 0	3 1	UNDP (project report), Mission report	UNDP, MoP	Yearly	Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in the UN system in DRC, tbc -Donor groups in DRC, tbc
	Indicator 2.3.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.3.2	Responsible Party
	★Number of mid-term monitoring report released on the New Deal roadmap implementation with a focus on Compact;	0	1	UNDP (project report), Report on	UNDP, MoP	Yearly	The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;	-Prime Minister's or presidential office, tbc - Ministry of Planning -Platform CSO -Development Coordination Teams in

								the UN system in DRC, tbc -Donor groups in DRC, tbc

Project Outcome 3	Indicator 3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activities	
Transition from humanitarian aid to development is institutionalised through operationalisation of Nexus;	★Number of provincial-level task forces established for operationalisation of Nexus in the target provinces	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.	Yearly		
	★Number of provinces that conducted joint analysis of the situation	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.	Yearly		
	★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level	0	3	UNDP monitoring	UNDP,MoP, Provincial gov.			
Output 3.1	Indicator 3.1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.1.1	Responsible Party
Coordination mechanism for operationalisation of Nexus is established and supported;	★Number of provincial-level task forces established for operationalisation of Nexus in the target provinces	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Indicator 3.1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.1.2	Responsible Party
	★Number of provinces that conducted joint analysis of the situation	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;	-Ministry of Planning -Provincial governments (Planning) - H-D-P actors
	Percentage of fragility assessment-anlysed elements integrated into the joint analysis	0	20					
Output 3.2	Indicator 3.2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.2.1	Responsible Party
Joint and coordinated planning and programming process is supported;	★Number of provinces where Nexus pilots are implemented	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Indicator 3.2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.2.2	Responsible Party
	★Number of collective outcomes elaborated and validated for operationalisation of Nexus at provincial level	0	3	UNDP (project report)	UNDP,MoP, Provincial gov.	Yearly	Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;	-Ministry of Planning -Provincial governments (Planning) -H-D-P actors
	Number of H-D-P actors who suggested activities under the	0	30	UNDP (project report)	UNDP,MoP, Provincial	Yearly		

	collective outcomes				gov.			
Output 3.3	Indicator 3.3.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.3.1	Responsible Party
Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;	Number of Nexus Accelerator Programme piloted ★Number of Nexus startups invested	0 0	1 6	UNDP (project report) UNDP (project report), Programme report	UNDP,MoP, MoYouth UNDP,MoP, MoYouth	Yearly Yearly	Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	-Ministry of Planning -Ministry of Youth -Provincial governments (Kinshasa, other target provinces) -Public-private partners (NGO/Company)
	Indicator 3.3.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.3.2	Responsible Party
	Number of DRC startups participated in F2F/SS mission to share lessons and good practices	0	6	UNDP (project report)	UNDP,MoP, MoYouth	Yearly	Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;	-Ministry of Planning -Ministry of Youth -Public-private partners (NGO/Company) -UNDP Accelerator lab network -Youthconnekt network

Appendix 3. Work Plan and Timetable

Outputs	Activities	KOICA's time frame	Y1 (Dec.2019-2020)					Y2 (Jan 2021-Dec.2021)			
			4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
		UNDP's time frame		AWP1 (2020)				AWP2 (2021)			
			Dec	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Output 1.1	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;			x							
	Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;				x				x		
	Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;					x	x	x			
Output 1.2	Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;				x						
	Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;				x				x		
	Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;					x	x	x	x	x	
Output 2.1	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;					x					

	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period		x	x	x		x		x	
Output 2.2	Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;					x				
	Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;						x	x		
Output 2.3	Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;						x			
	Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;							x	x	
Output 3.1	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;		x	x	x					
	Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;			x	x		x	x		
Output 3.2	Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);				x	x		x	x	
	Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;					x			x	
Output 3.3	Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;			x	x	x				
	Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;							x	x	
Accountability	Supporting the monitoring committee of project for their activities in the monitoring/evaluation, and supervision of the implementation of the project				x				x	
	Project evaluation								x	
	Project audit								x	

*Details on activities and responsible partners are described in the logical framework and the section 3.3

Appendix 4. Budget Allocation

Output	Activity	Detailed Description	Year 1 (USD)	Year 2 (USD)	Total budget (USD)
Output 1.1: The PSGs-based sectoral plans for Sustaining Peace are elaborated on the basis of the Fragility Spectrum released in 2018;	Activity 1.1.1 Fragile-to-fragile / South-South/peer learning workshops are organised for sectoral planning with focuses on best practices, failure factors;	Mission, conference, training, int'l meetings, Restitution workshop	12 000	12 000	24 000
	Activity 1.1.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the sectoral level;	Workshop, IEC(Information, Education, Comm) materials	10 000	10 000	20 000
	Activity 1.1.3 PSGs-based sectoral plans are elaborated and validated at the sectoral level;	3 PSGs-based sectroal plans, int/nat expertise	90 000	40 000	130 000
	Direct Project Cost		13 000	13 000	26 000
	Sub-total Output 1.1		**125 000**	**75 000**	**200 000**
Output 1.2 : The decentralised provincial Development Plans are elaborated on the basis of the New Deal tools in line with joint analysis of situation for operationalisation of Nexus;	Activity 1.2.1 Fragile-to-fragile / South-South/peer learning workshops organised for provincial development planning with focuses on best practices, failure factors;	Mission, conference, training, int'l meetings, Restitution workshop	15 000	15 000	30 000
	Activity 1.2.2 Regular Sensitisation is conducted on the New Deal tools for Sustaining Peace with Peace Vision at the provincial level;	Workshop, IEC(Information, Education, Comm) materials	10 000	10 000	20 000
	Activity 1.2.3 Provincial development plans are elaborated and validated at the provincial level;	4 PDPs(Kasai, Kasai-oriental, Lomami, Sankuru), int/nat expertise	135 000	47 000	182 000
	Direct Project Cost		15 000	5 000	20 000
	Sub-total Output 1.2		**175 000**	**77 000**	**252 000**
Outcome 1 Total			**300 000**	**152 000**	**452 000**
Output 2.1: The dialogue mechanism amongst development actors in	Activity 2.1.1 Fragile-to-fragile / South-South/peer learning is organised on dialogue mechanism for COMPACT;	Mission, conference, training, int'l meetings, Restitution workshop	45 000	15 000	60 000

DRC is strengthened	Activity 2.1.2 Effective Dialogue mechanism between international and national actors for development coordination of DRC is designed in a participatory manner and piloted during the project period	Design report of dialogue mechanism, piloting dialogues (eg. Conference, donor-government round table) organised	90 000	40 000	130 000
	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 2.1		**140 000**	**60 000**	**200 000**
Output 2.2: Effective financing modalities are designed;	Activity 2.2.1 Fragile-to-fragile / South-South/peer learning is organised on financing modalities for COMPACT;	Mission, conference, training, int'l meetings, Restitution workshop	30 000	10 000	40 000
	Activity 2.2.2 An effective financing modality for international and national actors of development in DRC to implement the National and Provincial Development Plans is designed;	Design/report on effective Financing modality	40 000	10 000	50 000
	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 2.2		**75 000**	**25 000**	**100 000**
Output 2.3: Compact preparation and implementation are monitored;	Activity 2.3.1 Fragile-to-fragile / South-South/peer learning is conducted on implementation of COMPACT and its monitoring;	Mission, conference, training, int'l meetings, Restitution workshop	40 000	16 000	56 000
	Activity 2.3.2 The roadmap for New Deal implementation and the global partnership (GPEDC) is implemented with a focus on Compact implementation and monitored;	Design/report on Compact monitoring system	50 000	20 000	70 000
	Direct Project Cost		7 000	7 000	14 000
	Sub-total Output 2.3		**97 000**	**43 000**	**140 000**
Outcome 2 Total			**312 000**	**128 000**	**440 000**
Output 3.1: Coordination mechanism for operationalisation of Nexus is established and supported;	Activity 3.1.1 Provincial task forces are established for operationalisation of Nexus at provincial level under the provincial Ministries of planning;	Task forces in 3 provinces	90 000	20 000	110 000
	Activity 3.1.2 Joint analysis of the situation in synergy with New Deal's fragility assessment is conducted;	3 provinces	50 000	10 000	60 000
	Direct Project Cost		5 000	5 000	10 000
	Sub-total Output 3.1		**145 000**	**35 000**	**180 000**

Output 3.2: Joint and coordinated planning and programming process is supported;	Activity 3.2.1 Nexus Pilots are implemented with a transition intervention between Humanitarian and Development with socio-economic reintegration approach for IDPs in prolonged displacement in 3 target provinces (Tanganyika, Central-Kasai, Kasai);	Community-based socio-economic reintegration programmes implemented	210 000	10 000	220 000
	Activity 3.2.2 Collective outcomes are elaborated and validated with possible activities of H-D-P actors at provincial level in alignment with the joint analysis of situation, fragility assessment and Provincial Development Plans;	3 target provinces(Tanganyia, Central-Kasai, Kasai)	50 000	10 000	60 000
	Direct Project Cost		30 000	10 000	40 000
	Sub-total Output 3.2		**290 000**	**30 000**	**320 000**
Output 3.3: Operationalisation of Nexus is accelerated in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors at provincial level;	Activity 3.3.1 Nexus Accelerator Programme is piloted in a city with participants from target provinces in youth-led, bottom-up oriented and technology-based ways in partnership with peace-promoting private sectors;	Nexus Accelarator programme is organised and operated (8 months) in Kisnasha	265 000	20 000	285 000
	Activity 3.3.2 Lessons and good practices are shared through Fragile-to-fragile / South-South cooperation in synergetic collaboration with UNDP's Innovation Accelerator Lab and Youthconnekt networks;	Missions(showcasing), Web conference, report publications	15 000	15 000	30 000
	Direct Project Cost		15 000	5 000	20 000
	Sub-total Output 3.3		**295 000**	**40 000**	**335 000**
Outcome 3 Total			**730 000**	**105 000**	**835 000**
Project Coordination	Project Coordination : Project manager (FTA P3), National Expert(SC10), Admin/finance assistant(SC6), Driver (SC2)	-	353 601	353 601	707 202
	Common service	Office running cost for project staffs	30 000	30 000	60 000
	Equipment	Vehicle maintenance, fuels, security-related, office materials	15 740	15 740	31 480
	Sub-total Project coordination		**399 341**	**399 341**	**798 682**

	Communications and Visibility	including annual donor-consultation/showcasing workshops in Korea or/and int'l conferences, communication materials	20 000	20 000	40 000
Communication and M&E	Communication officer (Nat'l UNV)	-	28 000	28 000	56 000
	M&E joint field missions	-	10 000	10 000	20 000
	M&E officer (SC6)	-	33 814	33 814	67 628
	External evaluation	-	0	20 000	20 000
	Audit	-	0	20 000	20 000
	Sub-total Communication and M&E		**91 814**	**131 814**	**223 628**
Total programmable budget (1)			1 833 155	916 155	2 749 310
Miscellaneous (2)			178	512	690
General Management Services: 8 % (3)			146 667	73 333	220 000
Levy 1% (4)			20 000	10 000	30 000
Total Budget (1 + 2 + 3 + 4)			**2 000 000**	**1 000 000**	**3 000 000**