

Annual Report 2016

International Security and Stabilization Support Strategy (ISSSS)





1. Abbreviations.....	1
2. Foreword.....	2
3. Introduction.....	3
3.1 Purpose and Outline of Report	3
3.2 Highlights of 2016.....	4
4. ISSSS and STAREC	5
4.1 Background	5
4.2 Mandate	6
4.3 Stabilization Approach.....	6
4.4 ISSSS within the Global Peace and Security Policy Framework....	7
4.5 Priority Zone Program Development.....	7
4.6 ISSSS Priority Zones.....	8
5. ISSSS Figures.....	9
5.1 Stabilization Coherence Fund	9
5.2 ISSSS Aligned Programs	10
6. Planning and Coordination	11
6.1 SSU's Revised Organizational Structure	11
6.2 Stabilization Coherence Fund.....	11
6.2.1 Governance and Management.....	11
6.2.2 Call for Proposals in Priority Zones	12
6.3 ISSSS M&E Framework.....	12
6.4 ISSSS Alignment Criteria and Process	12
6.5 ISSSS Gender Strategy	13
6.6 Risk Management	13
7. Programmatic Results	14
7.1 ISSSS Pilot Projects.....	14
7.2 Project Results	14
7.2.1 Overall Project Logic.....	14
7.2.2 Democratic Dialogue	15
7.2.3 Restoration of State Authority	15
7.2.4 Return, Reintegration and Recovery.....	16
7.2.5 Gender Mainstreaming.....	16
7.3 Lessons Learned	16
8. Working Together for Stability in Eastern Congo	18
8.1 Good Offices	18
8.2 Policy Advice	18
8.3 Partners	19
9. Outlook for 2017	20
Annex I: Overview of PFB meetings and decisions	21
Annex II: Organogram ISSSS Technical Secretariat.....	22

Table of Contents

1. Abbreviations

CANA	Conflict and Needs Assessment
CNDP	Congress for the Defence of the People
CVR	Community Violence Reduction
DDR	Disarmament, Demobilization and Reintegration
DRC	Democratic Republic of the Congo
DSRSG	Deputy Special Representative of the Secretary General
EU	European Union
FAO	Food and Agriculture Organization
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoDRC	Government of the Democratic Republic of the Congo
HHI	Harvard Humanitarian Initiative
ICCN	Congolese Institute for the Conservation of the Nature
IOM	International Organization for Migration
IRF	Immediate Response Facility
ISSSS	International Security and Stabilization Support Strategy
M&E	Monitoring & Evaluation
MONUSCO	United Nations Stabilization Mission in the Democratic Republic of the Congo
NFB	National Funding Board
NGO	Non-Governmental Organization
PBF	United Nations Peacebuilding Fund
PFB	Provincial Funding Boards
RRR	Return, Reintegration and Recovery
RSA	Restoration of State Authority
SCF	Stabilization Coherence Fund
SGBV	Sexual and Gender Based Violence
SIDA	Swedish International Development Cooperation Agency
SSU	Stabilization Support Unit
STAREC	National Stabilization and Reconstruction Program
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHQ	United Nations Headquarters
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development
USD	United States Dollar

2. Foreword

The Ministry for Planning and Monitoring of the Implementation of the Revolution of Modernity and the United Nations Stabilization Organization Mission in the Democratic Republic of the Congo (MONUSCO) are honored to jointly present the 2016 Annual Report on the progress and results of the International Security and Stabilization Support Strategy (ISSSS) for the Democratic Republic of the Congo (DRC). This strategy was developed in support to the National Stabilization and Reconstruction Program (STAREC), and is coordinated by the Stabilization Support Unit (SSU) of MONUSCO.

The report highlights last years' achievements and outlines the key priorities for the implementation of the ISSSS for 2017. The report further presents the different mechanisms in support of the operationalization of the ISSSS and gives an overview of the projects that are completed in 2016, showing encouraging results. We can proudly say that the strategy gained increasing support over the last year, not only from the national and provincial Congolese authorities, but also from many international partners. This confirms that the ISSSS is an important and innovative strategy to tackle the root causes of conflicts in the DRC.

The year 2016 was one of considerable achievements with the implementation of many projects in the provinces North Kivu, South Kivu and Ituri which are still affected by violent conflicts. In August 2016, the implementation of two ISSSS pilot projects in Kalehe (South Kivu) and Mambasa (Ituri) was completed. These two projects have clearly reduced tensions among communities, addressed a number of root causes of conflicts, tackled land conflicts and placed women at the center of democratic dialogue processes. The achievements were encouraging, thanks to interventions such as the creation of income generating activities, the implementation of a Land Commission in Mambasa (Ituri) and the restoration of state services, and thanks to the ongoing support of the Governors of the Provinces in Eastern DRC and STAREC representatives. To this day, the two pilot projects have clearly reduced tensions among communities and opened new ways to tackle a number of root causes of conflicts.

Furthermore, the year 2016 has seen the launch of the Stabilization Coherence Fund (SCF). We gratefully acknowledge the generous financial support of the United Kingdom, the Kingdom of the Netherlands and the

Kingdom of Norway, in addition to the significant contribution of the United Nations Peacebuilding Fund (PBF). We take this opportunity to thank all the donors for their generous support, which has, so far, made available to the Fund an amount of 25 million USD. We are also grateful for the work of the national and the provincial secretariats, which supported the call for proposals process in the provinces North Kivu, South Kivu and Ituri. It should be noted that the co-presidents of the provincial secretariats, composed of the Governors of the Provinces and MONUSCO provincial Heads of Offices, continuously work together to ensure a transparent selection of the projects. This innovative collaboration is important mentioning.

Finally, during the first semester of 2016, MONUSCO's SSU received support from different stabilization partners to review its mission and its priority action plans. In line with this review, a workshop was held during the summer of 2016, bringing together national and provincial STAREC representatives and SSU. The workshop allowed to review the first results of ongoing projects and joint planning between STAREC and the SSU.

In short, we have witnessed concrete improvements in 2016 to implement the revised ISSSS and witnessed promising results. In 2017, we will continue to work jointly to finalize the call for proposals and to launch the projects in the ISSSS Priority Zones. In addition, the alignment criteria which were approved by the Donor Stabilization Forum in 2016, will allow a better coordination and coherence of the various stabilization interventions in Eastern DRC. Thanks to the improvements we are able to expand the programming in additional Priority Zones, to take full advantage of the generosity of donors, and to achieve meaningful results for communities still affected by conflicts.

In conclusion, we would like to thank the member states of the United Nations (UN) and the delegation of the European Union (EU) which actively support the implementation of the ISSSS. We see their support as an expression of confidence in our innovative strategy, providing new ways to address complex and recurring conflicts. We look forward to strengthen our joint efforts and are committed to make 2017 a year filled with positive results, in the first place for the affected population in the DRC.



Dr. MAMADOU DIALLO

Deputy Special Representative of the Secretary General of the United Nations



Mr. JEAN-LUCIEN BUSSA TONGBA

Minister of State, Minister of Plan



3. Introduction

3.1 Purpose and Outline of Report

As instability continues to reign in parts of the DRC, ‘stabilization’ has become of the increasing focus of the Government of the DRC (GoDRC) and the UN system in the DRC. The UN supports the GoDRC in the implementation of their stabilization and reconstruction program through the ISSSS which has now become the main planning and coordination framework for stabilization interventions in Eastern DRC.

This annual report provides an overview of the progress and the results of the interventions under the aegis of the ISSSS. The report is prepared by the ISSSS Secretariat, composed of MONUSCO’s SSU and the national and provincial STAREC team.

In the 2016 annual report, an overview is first provided of the ISSSS and STAREC and the key figures of ISSSS and aligned programs. Furthermore, the operational and coordination mechanisms in support of ISSSS are presented. These include the new Stabilization Coherence Fund (SCF), the Monitoring & Evaluation (M&E) Framework, the Alignment process, and the Gender Strategy. Subsequently, the programmatic results of the ISSSS pilot projects are presented and highlight the progress made towards the strategic goals. An update is further given regarding the investments and outcomes pertaining to good offices and policy advice. All these different components in support of ISSSS implementation underscore the value of systematizing concerted and coordinated stabilization efforts across a range of stakeholders. Lastly, the report ends with a look ahead to the year 2017.



PNUD RDC / Aude Rossignol / 2016

3.2 Highlights of 2016

2016 ends on a number of good notes with significant advances in the implementation of the ISSSS. These include the operationalization of the Trust Fund and the launch of the call for proposals process in North Kivu, South Kivu and Ituri. Simultaneously, SSU and STAREC worked with international donors and implementing partners to ensure that their programs were aligned with the ISSSS, laying the groundwork for maximizing impacts in the field of conflict transformation. Thanks to the support of the EU and GIZ in-depth conflict analyses have been produced, demonstrating clearly how cycles of violence are maintained and allowing the ISSSS programs to be adapted accordingly to target the conflict drivers and help break those cycles. 2016 also saw the deployment of the long-awaited M&E cell. Placed within the ISSSS Secretariat, the cell has launched the ISSSS M&E strategy and logframe and is now fully equipped to oversee the overall monitoring of the ISSSS and provide M&E support to partners on the ground.

In terms of programming, 2016 saw the conclusion of the first two ISSSS pilot projects in Kalehe (South Kivu) and Mambasa (Ituri), funded by the PBF and Norway. These two projects have clearly reduced tensions among communities, addressed a number of root causes of conflicts, tackled land conflicts and placed women at the center of democratic dialogue processes (see chapter 7 on programmatic results). In addition, the projects incentivized armed groups to join dialogue processes in favor of seeking peaceful solutions. Provincial state authorities have strongly supported and have even taken some leading roles to ensure the success and continuation of these projects.

The restructuring of SSU, following an external management review, the deployment of staff into key positions within the unit, including the Deputy Team Leader and highly qualified specialized staff in Goma headquarters, regional offices and a Liaison Officer in Kinshasa, have allowed for strengthened support by SSU to the coordination of ISSSS.

4. ISSSS and STAREC

4.1 Background

Both the ISSSS and STAREC were developed in 2008-2009 to consolidate the security and political gains from the 2008 Goma accords and the 2009 Peace Agreements between the GoDRC, the National Congress for the Defence of the People (CNDP) and 14 local armed groups. The ISSSS is designed to support STAREC, which is the stabilization program of the GoDRC, and to deliver tangible peace dividends and reinforce political progress. Since its inception, the ISSSS has become a key instrument to harmonize and coordinate the stabilization interventions of the international community and GoDRC.¹

Following the GoDRC's decision in May 2014 to renew STAREC's mandate for three years and expand its thematic and geographic coverage², international stabilization partners and the GoDRC embarked on the development of joint planning frameworks for the provinces in which both ISSSS and STAREC are mandated — namely in North-Kivu, South-Kivu and the former Orientale Province (Ituri).

In order to operationalize the ISSSS, priority interventions have been planned and coordinated by the ISSSS Technical Secretariat, whose primary responsibility is to oversee the implementation of the ISSSS, including the management of the SCF, the alignment process, the provision of technical advice and conflict analysis as well as the overall monitoring and evaluation of the ISSSS.

Financial support has been provided by bilateral partners and the PBF. Implementing partners include UN agencies, local and international non-governmental organizations (NGOs) and MONUSCO.

Milestones

June 2012:

UNSCR 2053 mandates a strategic review of the implementation of the ISSSS

June 2012 – May 2013:

Stabilization approach and key pillars of the ISSSS defined through a consultative process

August 2013 – April 2014:

Revised ISSSS developed and approved

May 2014:

STAREC mandate renewed and joined operationalization of the ISSSS in partnership with GoDRC

July 2014:

ISSSS Priority Zones identified and validated by provincial and national authorities

August 2014 – December 2014:

Conflict Analyses and Needs Assessments conducted in Priority Zones

December 2014 – August 2016:

ISSSS pilot projects launched in Kalehe (South Kivu) and Mambasa (Ituri)

February – April 2015:

Provincial Stabilization Strategies and Priority Action Plans developed and approved by provincial and national authorities

November 2015:

SCF established to support the implementation of the ISSSS

December 2015 – August 2016:

Operations Manual for SCF approved by national authorities, and provincial and national funding boards established

December 2015 – September 2016:

Programs for Priority Zones approved by provincial and national authorities and call for proposals launched

May 2016:

Alignment criteria developed and approved by the Donor Stabilization Forum

August 2016:

Monitoring & Evaluation Cell operational with approved M&E framework and ISSSS logframe

October 2016 – November 2016:

Update of Conflict Analyses and Needs Assessment in three Priority Zones (Kitchanga, Ruzizi and South Irumu) and development of conflict mapping for Beni

¹ Whenever the ISSSS is mentioned throughout this report it refers to the revised version of the strategy.

² See issuance of the DRC's Presidential Ordinance 14/014.



4.2 Mandate

In 2016 the United Nations Security Council (UNSC) renewed MONUSCO's mandate to contribute to stabilization and peace consolidation efforts in DRC through the adoption of UNSCR 2277 (2016). The original mandate was established by the UNSC in 2010 by its resolution 1925. The ISSSS contributes to the implementation of both resolutions.

UNSCR 2277 (2016) defines stabilization as a strategic priority of MONUSCO, mandates MONUSCO to contribute to stabilization 'through the establishment of functional, professional, and accountable state institutions, including security and judicial institutions, and through support to the creation of an environment conducive to peaceful, credible and timely elections reducing the risk of instability, including open political space, and promotion and protection of human rights as one of the conditions for MONUSCO's exit'. It further establishes a clear link between Protection of Civilians and Stabilization, and calls on MONUSCO to continue to provide good offices, advice, and support to the GoDRC, in close cooperation with other international partners, in the implementation of the ISSSS and to lead the coordination and oversight of the ISSSS.

4.3 Stabilization Approach

The revised ISSSS (2013-2017) adopts a radically different approach of stabilization based on the lessons learned from the review of the first phase (2008-2012) during which 69 projects worth 369 million USD were implemented. This shift in approach is based on the fact that despite large-scale investments, armed groups continue to proliferate in Eastern DRC and cause major threats to civilians, their livelihoods and general instability, in addition to a widespread mistrust between the communities and the state. In particular, the review concluded that military responses and technical solutions are insufficient to address the complex conflict dynamics in Eastern DRC which relate to an interplay of security dilemmas, mobilization around land and identity, the exploitation of natural resources and regional dynamics.

Instead, the contextual understanding of communities affected by conflict is placed at the heart of the revised ISSSS, which aims to transform the conflict by addressing the political and structural drivers of conflict in Eastern DRC based on a solid conflict analysis. By doing so, it seeks to tackle the deeper root causes of the conflict (such as patrimonialism, fragmented identities, socio-economic pressure, poverty and access to land) rather than provide a merely reactive response after conflicts have occurred. More precisely, stabilization is defined as 'an integrated, holistic, but targeted process of enabling state and society to build mutual accountability and capacity to address and mitigate existing or emerging drivers of conflict, creating the conditions for improved governance and longer term development'³.

The revised ISSSS remains a holistic five pillar structure in order to address multi-sectorial and multidimensional challenges. The pillars have however been restructured to address conflict dynamics in an integrated approach. It is this integrated process that seeks to mobilize the communities and the state around a common framework that is both top down – enabling the state to deliver, and bottom up – empowering communities to hold the state accountable. It is also targeted through its concentration in 13 Priority Zones validated jointly with the GoDRC (see map on page 8).

The Integrated Program Framework for the ISSSS consists of five core objectives:



Democratic Dialogue:

Help national and provincial governments to advance peace processes and implement key commitments under existing agreements.



Security:

Reduce threats to life, property and freedom of movement



Restoration of State Authority (RSA):

Progressively restore and strengthen public security, access to justice and administrative services.



Return, Reintegration and Recovery (RRR):

Support the return and reintegration of internally displaced persons and refugees in their place of origin, and contribute to local economic recovery.



Sexual and Gender Based Violence (SGBV):

Ensure a coordinated response of all those involved in combating sexual violence, in the implementation of the Strategy on Combating Sexual Violence.

For reasons of both effectiveness and sustainability, the Stabilization approach privileges community-based engagement and local solutions to the conflict identified by the communities and local authorities themselves through democratic dialogue mechanisms. The ISSSS is, foremost, a political strategy that ultimately seeks to strengthen the social contract between the communities and the state. Those need to be complemented by the high-level engagement and commitment of both the GoDRC and international partners for stabilization interventions to succeed and be sustainable. Good offices are therefore crucial to engage national stakeholders and complement technical and military responses (see more on good offices on page 18).

³ See definition of Stabilization on page 8 of the revised ISSSS (2013-2017).

4.4 ISSSS within the Global Peace and Security Policy Framework

The ISSSS is closely aligned with new policy approaches promoted by the United Nations Head Quarters (UNHQ) following a number of high-level reviews conducted in 2015 related to UN peace operations, peacebuilding architecture, the women, peace and security agenda, as well as the youth, peace and security agenda⁴. The ISSSS is in line with the main conclusions of those reviews: peace operations need to focus on politics, people, and partnerships; a comprehensive approach is needed, both in terms of actors and scope, to sustain peace; women and youth's engagement and voice is critical in any efforts to create a future free of insecurity and conflict and to avoid manipulation of those groups. In particular, the recognition that lasting peace can't be achieved solely through military and technical engagements but through political solutions, is at the heart of the ISSSS.

In addition, in line with the global recommendations, the ISSSS is solidly grounded in a detailed analyses of conflict drivers and avoids, through its targeted, integrated and holistic approach, supply- and template-driven planning and programming. The ISSSS further adopts a 'people centered approach' that invests heavily in community engagement to identify and implement solutions. As per the global policy, strategic partnerships at all levels are critical for the operationalization of the ISSSS, with a solid engagement of the GoDRC in the implementation of stabilization programs, the international community, the different parts of the UN system, civil society partners and the academia.

4.5 Priority Zone Program Development

The ISSSS supports stabilization efforts in five provinces in Eastern Congo, namely North-Kivu, South-Kivu, Ituri, Haut-Uele and Bas-Uele⁵. In the five provinces, 13 Priority Zones were identified and formally recognized in July 2014 by SSU, UNCT, International and national NGOs, STAREC, governmental representatives and civil society representatives from each province.⁶ The ISSSS is currently active in five zones (see map on page 8).

For each Priority Zone a Conflict and Needs Assessment (CANAs) was conducted in 2014. Four of them have been updated in 2016. Based on the CANAs, provincial stabilization strategies and priority action plans have been developed together with the key stakeholders (provincial ministries, UN agencies, local and international NGOs, donors and MONUSCO representatives). Following the protocols closely, all strategies and plans were validated by the ISSSS Technical Secretariat in April 2015.

The CANAs, provincial strategies and action plans guided the development of the programmatic framework for the Priority Zones. In Kalehe (South Kivu) and Mambasa (Ituri) two ISSSS pilot projects were rolled out and in three other Priority Zones (Kitchanga, Ruzizi and South Irumu) programs were elaborated with support of the EU. The programs were designed as context specific, holistic, and integrated responses to the conflict dynamics identified in the CANAs.

Significant efforts have been made by the ISSSS Secretariat to facilitate ownership of the programs by local stakeholders. In this regard, restitutions were organized in the active Priority Zones to sensitize traditional leadership, civil society actors, and local government officials on the objectives of the programs and the need for local ownership.

After the initial phase of developing these stabilization programs, a call for proposals has been launched in three provinces (North Kivu, South Kivu and Ituri). The process of the call of proposals and the allocation of funding is explained in chapter 5. The selection process in all three provinces is currently ongoing and programs are expected to start in the first semester of 2017.

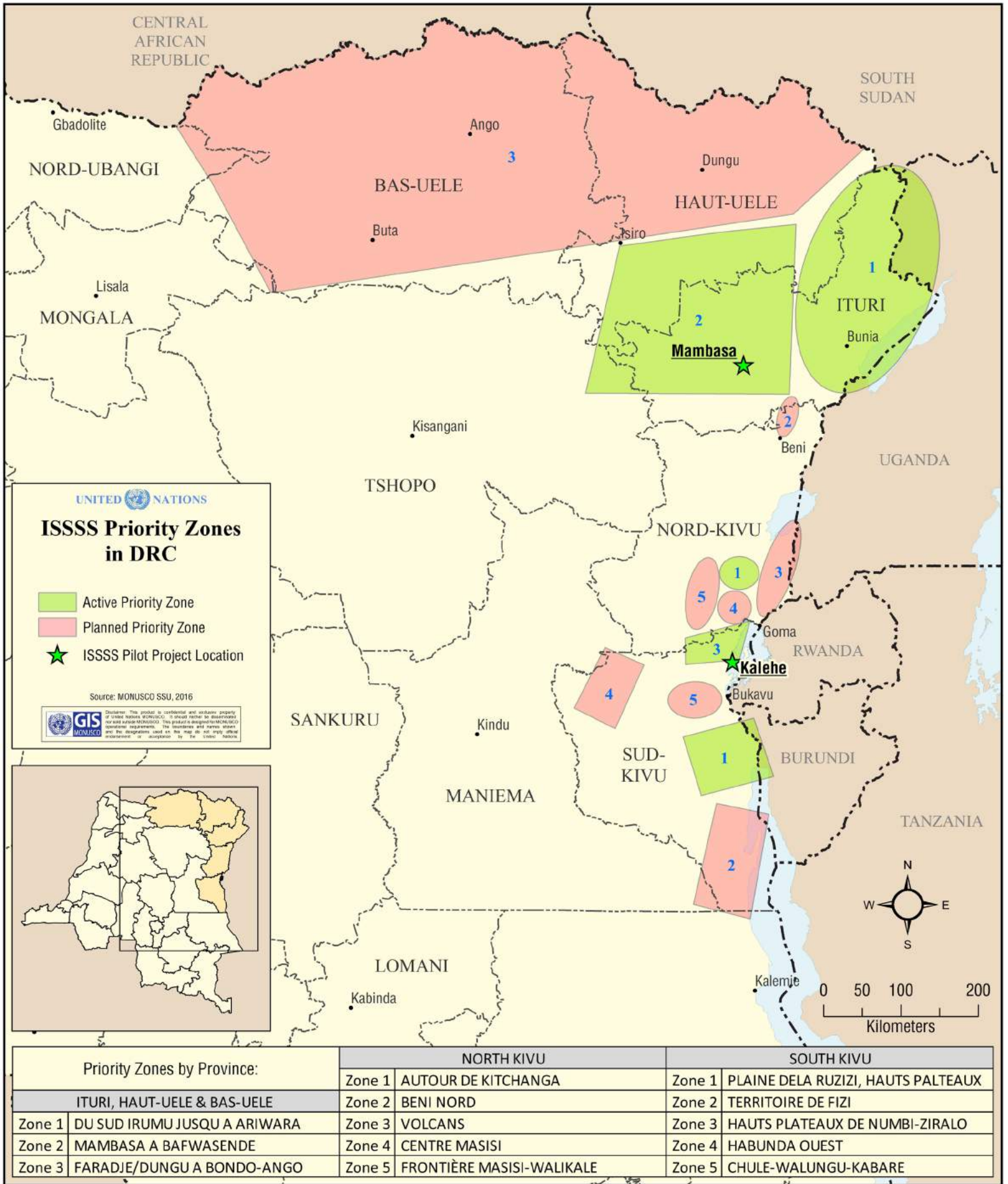
A similar program development process has been started in the Beni Priority Zone. With support of the EU, a conflict analysis has been realized in May 2016. Due to the highly sensitive and militarized nature of the conflict in Beni, a specific response strategy has been developed by the SSU mid-2016 and has been approved by the Mission Leadership Team of MONUSCO in August 2016. Two field missions have been organized by the SSU in November 2016, identifying existing stabilization initiatives as well as intervention gaps and coordination needs. The programming phase will start in early 2017.

⁴ See 'Uniting our Strengths for Peace – Politics, Partnership and People': Report of the High Level Independent Panel on Peace Operations, 2015; 'Challenge of sustaining peace': Report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (A/69/969; S/2015/490); Preventing Conflict, Transforming Justice, Securing Peace; A Global Study in the Implementation of United Nations Security Resolution 1325, 2015; UNSCR 2250 (2015) on Youth, Peace and Security.

⁵ The ISSSS initially targeted the provinces North Kivu, South Kivu and Province Orientale. In 2015 Province Orientale has been divided in three new provinces: Ituri, Haut-Uele and Bas-Uele.

⁶ The main criterion for the selection of the Priority Zones was the 'presence of conflict dynamics'. The zones have then been prioritized considering 1) the impact of the conflict on security, social cohesion and economy and 2) the capacity of actors to positively influence the conflict dynamics.

4.6 ISSSS Priority Zones





5. ISSSS Figures

5.1 Stabilization Coherence Fund

In 2016 the SCF received a total of 25.3 million USD. Donors included the UN Peacebuilding Fund, The United Kingdom, The Netherlands and Norway.

Donors SCF

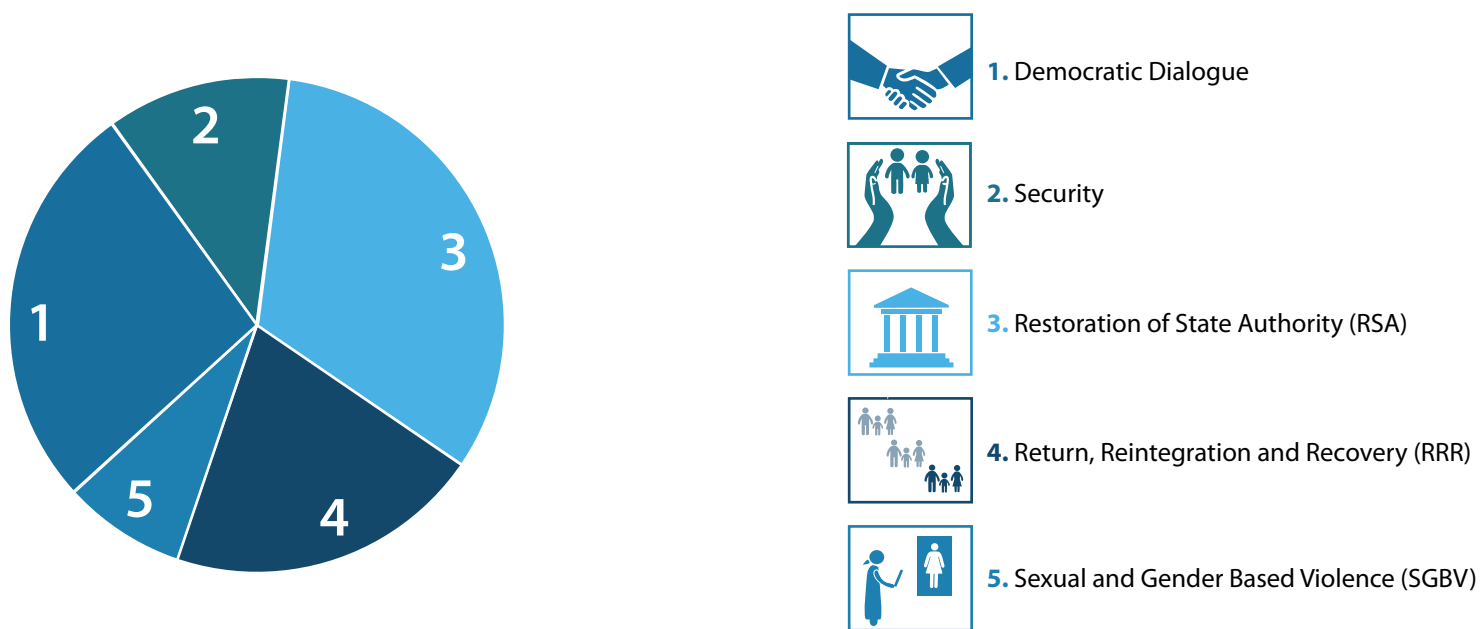
UN Peacebuilding Fund	12 million USD
The United Kingdom	8.3 million USD
The Netherlands	4 million USD
Norway	1 million USD

The National Funding Board (NFB) of the SCF approved two allocations in 2016, one allocation of 8 million USD and one of 17.3 million USD. The table below summarizes the breakdown of the amounts from the two allocations.

Breakdown of allocations (amounts in USD)

	North Kivu	South Kivu	Ituri	ISSSS Secretariat	Total
1st allocation (2015)	5.000.000	1.000.000	1.000.000	1.000.000	8.000.000
2nd allocation (2016)	436.000	7.676.000	7.676.000	400.000	17.300.000
Reserve					865.000
Administrative costs					247.000
Total	5.436.000	8.676.000	8.676.000	1.400.000	25.300.000

The chart below gives an overview of the investments per pillar.



The call for proposal process will be finalized during the first quarter of 2017, with a final decision on the selected projects by the Provincial Funding Board (PFB) in each province. The remainder of 2017 will focus on program implementation, monitoring results through the ISSSS monitoring and results framework, and start sharing lessons learned. Simultaneously a vision will be developed on potential engagement strategies for the remaining Priority Zones.

5.2 ISSSS Aligned Programs

Twelve projects funded by The Netherlands, The United Kingdom, Germany, USAID, and SIDA have gone through the alignment process this year. Currently, seven projects are marked as 'alignable' and five of these have potential of being fully aligned soon. Six of these will be fully or partially implemented in North Kivu, four in South Kivu and three in Ituri. Roughly estimated, they have together a budget of roughly 84 million USD.⁷

⁷ Some projects include activities outside of the Priority Zones as well.



MONUSCO / SSU / 2016

6. Planning and Coordination

6.1 SSU's Revised Organizational Structure

As requested by several Member States, SSU undertook an organizational review starting in November 2015. The review was conducted by MDF, an external consulting firm, and financed by The Netherlands and USAID. The review culminated in a two day multi-stakeholder retreat in Kinshasa in March 2016. The retreat contributed to the identification of SSU's five key functions (good offices, policy advise, programmatic support, coordination and communication) and resulted in a number of recommendations relating to the revision of SSU's internal organizational structure.

Since March, SSU has started to implement the recommendations made during the retreat. These included the development of the new organogram, with a breakdown of staff contribution to the ISSSS Secretariat functions, and the development of SSU's internal annual work plan within SSU's five priority mandated areas.⁸ In June 2016 the ISSSS Secretariat organized its annual retreat in Bukavu, bringing together SSU and STAREC staff from both the national and provincial level to agree on key priorities for the end of 2016 and 2017. The results of this retreat included the finalization of the joint STAREC-SSU work plans. SSU's revised organizational structure has allowed to strengthen its coordination and oversight functions of the ISSSS as per the mandate given by UNSCR 2277.

⁸ SSU's five missions are: good offices, policy advice, program management, coordination and strategic communication.

6.2 Stabilization Coherence Fund

6.2.1 Governance and Management

In November 2015, SSU and STAREC established the SCF to support the implementation of the ISSSS. The fund was officially launched during the first meeting of the NFB held on April 6, 2016 in Kinshasa, and became fully operational after the approval of the Operational Manual by the co-presidents of the NFB (Ministry of Plan and the DSRSG/RC/HC) on August 6, 2016.

The SCF is governed at the national and the provincial level by funding boards which are comprised of the GoDRC, MONUSCO as well as contributing donors. The national board is responsible for the allocation of the overall funding strategy for each province, based on the recommendations of the ISSSS Secretariat, while the provincial boards are responsible for deciding on the distribution of funds of their respective envelopes to the different geographic Priority Zones as well as the five thematic pillars of the ISSSS.

The governance structures are also designed to link the GoDRC's strategic planning mechanisms, including the Comité de Pilotage presided by the Prime Minister and the Comité de Suivi by the Minister of Plan. These strategic planning mechanisms did however, not meet regularly in 2016. With the support of the EU, a review of these various governance mechanisms was

conducted in 2016 with a set of recommendations to strengthen their functioning. The ISSSS Secretariat will support the Ministry of Planning and STAREC in 2017 to implement these recommendations.

In order to ensure the transparent and efficient management of fund contributions, a SCF Cell has been established within the ISSSS Secretariat. The SCF Cell is in charge of the programmatic and operational management of the SCF and closely collaborates with the other cells of the ISSSS Secretariat which are the Alignment cell, the M&E cell, and the Thematic Expert cell. This ensures coherence in the development, approval, monitoring, implementation and evaluation of the projects funded by the SCF as well as their coherence with other ISSSS interventions funded outside the SCF (see section on alignment).

Additionally, to support the financial management of the fund by the SCF cell, the Multi-Partner Trust Fund Office in New York provides services as Administrative Agent. To allow non-UN agencies to have access to the fund, The United Nations Development Programme (UNDP) has been retained as Managing Agent for all funding which is directed to non-UN agencies.

6.2.2 Call for Proposals in Priority Zones

Following the establishment of the SCF, a call for expression of interest for the development of stabilization programs in three Priority Zones was launched in North Kivu, South Kivu and Ituri. To date, Provincial funding boards have pre-selected three project proposals. The final proposals will be selected by early 2017 with the launch of the selected programs in the Priority Zones soon after.

6.3 ISSSS M&E Framework

The M&E Strategy contains the ISSSS log frame and describes the roles and responsibilities for data collection, analysis and capacity building of different stakeholders in the ISSSS monitoring system, and will be updated at the beginning of 2017. The first version of the M&E strategy of the ISSSS was finalized in June 2016 after several rounds of consultations with SSU Staff and other key stakeholders. Since then, and after the deployment to Goma of the M&E Team, the M&E cell was established within the SSU, as part of the ISSSS Secretariat.

The M&E cell is currently working on the implementation of the M&E strategy, developing tools for data collection and closely working with relevant sections of MONUSCO, UN agencies and other partners such as Harvard Humanitarian Initiative (HHI) to establish data availability and to set up data collection and data sharing arrangements.

The M&E cell is providing technical guidance on M&E related issues to the pre-selected implementing partners for the call of proposals process. It also closely works with the SSU Alignment cell, to support the harmonization of log frames of the newly aligned projects with the log frame of the ISSSS.

The M&E cell drafted harmonization guidelines to support this function in the alignment and the call for proposals processes and presented these guidelines to implementing partners during information sessions and the Donor Stabilization Forum in November 2016.

The M&E cell also started working on the establishment of an online database and knowledge management platform. This platform will contain all the data collected to monitor the ISSSS implementation and the observed changes in stabilization-related conditions on the ground. The platform will also give an overview of the different projects that are either already being implemented or are in the pipeline and it will also track the overall progress of the ISSSS. In addition, the platform will offer an overview of documents that are produced by MONUSCO and partners relevant to the ISSSS. The tool is scheduled to become operational in early 2017.

The first round of data collection will commence in December 2016, and will be completed in January 2017. Data collection will be realized in collaboration with HHI through a joint project implemented by UNDP, HHI, and MONUSCO's Civil Affairs Section. Data collected in December 2016 will be used as a baseline to monitor the progress of the ISSSS and the report will be produced in the first half of 2017.

The process described above will ultimately provide data from projects under the ISSSS umbrella and other sources to measure the progress of the implementation of the ISSSS. The data will help understanding to what extent the objectives of the ISSSS are achieved and to understand possible bottlenecks hampering the achievements. This will stimulate a reflection on the interventions carried out and will contribute to possible adjustments/improvements of ISSSS programming.

6.4 ISSSS Alignment Criteria and Process

The programs funded by the SCF only represent a fraction of the interventions implemented under ISSSS, while the bulk of ISSSS interventions are implemented through bilaterally funded projects. The programming starts with the mapping of bilaterally funded projects that are marked as 'aligned' or 'alignable' to the ISSSS, which means they adhere to its principles and follow strategies closely linked with the approach and vision of the ISSSS. The SCF is designed in a way that brings coherence to what is already happening on the ground. The alignment process is a critical step in realizing the ISSSS as donors and partners increasingly recognize the need to have a common approach to stabilization.

The alignment of bilaterally funded projects follows five criteria and a process that has been approved by the Donor Stabilization Forum, which brings together and coordinates all donors involved in stabilization in the DRC. The ISSSS Secretariat and, in particular, the Alignment cell, strictly follow these criteria when evaluating a project and have noted that the process is most efficient when all stakeholders involved have a strong understanding of the ISSSS.

Projects can also be marked as 'non-aligned', which means that they don't follow the ISSSS logic, but are likely to contribute to stabilization in a broader sense, thus qualifying them as 'complementary'. The majority of projects under review are currently assessed as 'alignable', meaning that they are assessed to have close ties to the ISSSS, and are receiving technical support from the Technical Secretariat to modify their interventions so that they can be said to fully adhere to the ISSSS strategy. Once recommended changes to the intervention strategies and actions have been made by implementing partners with the consent of their donors, projects can be recategorized as 'aligned'. Around a dozen projects funded by The Netherlands, The United Kingdom, Germany, USAID and SIDA have gone through the alignment process this year. Currently, seven projects are marked as 'alignable' and five of these have strong potential of soon achieving official status as 'aligned'.

Aligned projects are considered to be direct contributions to the ISSSS; as such, high importance is placed on the coordination of these projects with the ISSSS Secretariat as well as other implementing partners in Priority Zones, along with the sharing of monitoring data with the M&E cell. A coherent approach and joint data collection and monitoring is essential to realizing and showing the impact on stabilization in Eastern DRC that is expected in this second phase of the ISSSS implementation.

Alignment criteria:

1. Based on a gender-sensitive conflict analysis, the project targets one or more main conflict dynamics identified in the priority zones;
2. Conflict actors (women, youth, and men) are at the center of the transformation process of the main conflict dynamics;
3. The project strengthens the collaboration between the State, traditional authorities, and women, youth, and men in the transformation of one or more main conflict dynamics identified in the stabilization zone;
4. The project strengthens the participation of women and female youth in the transformation of one or more conflict dynamics identified in the zone through addressing structural and sociocultural barriers;
5. The project contributes to the implementation of solutions identified by conflict actors themselves as a result of an inclusive process of negotiation and dialogue.

6.5 ISSSS Gender Strategy

To ensure an effective gender-responsive approach to the ISSSS programming, the ISSSS Secretariat created the ISSSS Gender Guidelines which will support all members of the Secretariat as well as the different funding boards and all implementing partners with practical technical advice on how to ensure the ISSSS activities are gender responsive.

Central to the ISSSS Gender Strategy is the requirement to dedicate a minimum of 15% of all SCF financing to gender responsive outcomes,

and, thus far, all call for proposals have included this requirement. It is believed that, by more systematically tracking funds allocated to promoting gender equality, the specific needs of women, girls, boys and men within communities will have a more significant impact through the ISSSS interventions.

The Gender Guidelines:

1. An overview of the gender and stabilization normative framework;
2. Gender principles within each of the five pillars of the ISSSS;
3. Standard Operating Procedures on gender mainstreaming within the program cycle;
4. Guidance on gender responsive budgets.

The gender guidelines are supported by practical examples to support stakeholders' understanding of key concepts. This document was shared with other Gender Advisors in other peacekeeping missions as well as UNHQ and UN Women to ensure it is harmonized with existing tools. The document was approved by the NFB and will be piloted during the next call for proposals in each of the active Priority Zones.

6.6 Risk Management

The SCF Operations Manual outlines the process by which the ISSSS Secretariat will undertake risk management. This includes a detailed risk matrix that presents the key risks facing the management of the SCF and the implementation of the ISSSS, and provides detailed mitigation measures for addressing these challenges.

In addition to this, the SSU is working closely with the M&E cell in the development of a monitoring system to track risks that are external to the implementation of the ISSSS, but which can nonetheless derail progress towards ISSSS objectives and outcomes. This main output of this work is an ISSSS-level risk matrix, which identifies, categorizes, and scores risks that correspond to each one of the results statements in the ISSSS log frame. This monitoring of risks will inform the Secretariat's decision-making on various aspects of the ISSSS. The main cross-cutting risks being monitored through the ISSSS risk matrix can be divided into four categories: 1) Potential for violence; 2) The nature of state; 3) Regional coordination mechanisms; 4) State reform process (such as decoupage and decentralization).

While the full ISSSS risk matrix will be updated once every six months, the M&E cell is developing a system whereby more serious risks (classified as 'red') will be monitored and updated on a more regular basis, and flagged to the ISSSS Secretariat as they arise.

The M&E cell is also in the process of developing an online data system that will enable the risk matrix to be updated in real time as new risks materialize, particularly those that are related to serious or urgent events such as the elections or new outbreaks of large-scale violence.

7. Programmatic Results

7.1 ISSSS Pilot Projects

Between December 2014 and August 2016 two major ISSSS pilot projects in Kalehe (South Kivu) and Mambasa (Ituri) have been implemented through the Immediate Response Facility (IRF) of the PBF. The projects had a total budget of 8.3 million USD financed through PBF and Norway. The projects were implemented by UNDP, UN Habitat, IOM and also FAO and UNESCO in the case of Mambasa.

The two pilot projects were identified based on reoccurring and grave conflicts in those zones. Both zones have been affected in the past years by heavy conflicts. Since the genocide in Rwanda, Kalehe has increasingly become an epicenter of heavy land and power conflicts, aggravated through the weak presence and authority of state (security) actors. Mambasa territory was also characterized by many conflicts related to land use, particularly after the creation of the Okapi Wildlife Reserve in 1992. This reserve which contains, besides unique wildlife species, also a significant amount of natural resources has become a stage for violence, instability, and political manipulation. Due to weak state presence and authority in the area, the GoDRC was not able to adequately protect and prevent the reserve and its surroundings from illicit exploitation of its natural resources or from the activity of armed groups operating out of its forests.

In early 2016 an internal mid-term review of the two pilot projects was conducted, providing insights on some of the results achieved as well as recommendations for ways forward. The principle conclusions of the mid-term review evidenced the strength of the ISSSS holistic approach and the interrelated nature of its pillars on democratic dialogue, RSA, RRR, and SGBV.

After a two-month non-cost extension for the project in Kalehe and a three-month non-cost extension for the project in Mambasa, both pilot projects came to a close in August 2016. To consolidate the results and to allow the implementation of an exit strategy, the NFB of the SCF decided to allocate extra money to both projects for a transition phase of 12 months (1 million USD for Kalehe and 1.5 million USD for Mambasa). In the final months of 2016 the implementing partners have been developing and finalizing their project proposals which will likely be approved by the PFBs in early 2017. Simultaneously, an external evaluation of both pilot projects has been conducted between October-December 2016. The findings will be incorporated in the proposals for the transition phase wherever possible. The evaluation will be published in January 2017.

7.2 Project Results

7.2.1 Overall Project Logic

Both projects, though different in terms of dynamics, actors, objectives and theories of change, aimed to address three pillars of the ISSSS with the

following key objectives:

Democratic Dialogue (pillar 1): conflicts will be resolved in a non-violent fashion and the causes of conflicts are addressed through tailored dialogue processes that contributes to the foundation of stable institutions and the consolidation of peace;

Restoration of State Authority (pillar 3): the State will be more and more perceived as a favorable presence, institutional insecurity endured by the population will diminish and the communities will rely less on parallel strategies of protection to meet their needs;

Return, Reintegration and Recovery (pillar 4): the communities will be able to manage external shocks more peacefully and will be able to create the conditions of development and more equitable distribution of resources.

Aspects of pillar 2 of the ISSSS on security, such as activities to improve the relationship between the communities and local state security providers, were addressed through the activities under pillar 3, while pillar 5 of the ISSSS on combatting SGBV is mainstreamed in all the activities. To contribute to the overall objectives, a variety of activities were conducted by the UN agencies (UNDP, UN Habitat, IOM, FAO and UNESCO) and local NGOs.

7.2.2 Democratic Dialogue

In the framework of the ISSSS approach, democratic dialogue aims to create and facilitate a secure and inclusive transformation process for the actors of the conflicts (at the local, provincial, national and/or regional level) in which they develop a shared understanding of the conflict dynamics and identify joint participatory solutions for the transformation of those dynamics. The dialogue reinforces the mobilization of the community and the political engagement that is needed to support the transformation process.

The ISSSS considers democratic dialogue as its central pillar. It ensures a systematic and strategic connection between the solutions that are identified by the actors of the conflict and the projects and actions implemented under the remaining pillars of the ISSSS. In addition to informing and enriching the programming of other pillars, democratic dialogue reinforces local ownership, participation and sustainability.

In both project dialogue and mediation structures have been set up and over 20 community meetings have been organized. In both projects inclusive, and participative discussion sessions were held to raise awareness and sensitize the participants on various thematic issues related to conflicts dynamics, governance, and conflict management. In Mambasa, for example, a total of 132.489 persons were sensitized on the rules and regulations of the Okapi Wildlife Reserve, protection of the environment, peaceful resolution of land conflicts, and on the importance of formal justice structures.

In Mambasa, the democratic dialogue process led to the public recognition, even by some actors identified as spoilers, of the existence of the Okapi Wildlife Reserve and its official limits. Another significant achievement is that the Congolese Institute for the Conservation of Nature (ICCN) committed itself to involve the community members in the review of the Reserve conservation plan. During the final conference in August 2016, all actors of the conflict signed an agreement related to the governance of the Reserve, the participation of the autochthon communities and the sensitization of the armed groups. As a result, some illegal exploiters abandoned part of the mining sites in the Reserve. Moreover, it is encouraging to note that at the final conference the governor of Ituri announced to contribute financially to ensure the monitoring and implementation of the outcome agreements of the dialogue.

Furthermore, in Kalehe, the dialogue and mediation committees identified 718 individual and intercommunal conflicts of which 343 were addressed (241 land conflicts and 105 socioeconomic conflicts). In addition, more than 50 land transactions, such as disputes about land concessions and allotment of land were managed and registered by the land authorities according to the administrative rules and regulations.

Building on the recommendations of the dialogue sessions, in both projects a wide range of actors, including security providers, civil servants in charge of public administration and land management and community leaders, have been trained to conduct advocacy towards and to engage with authorities in a more effective manner. In Kalehe, local stakeholders undertook missions to advocate towards provincial and national authorities for the need to provide adequate services to the population according to their specific mandates.

7.2.3 Restoration of State Authority

To support the restoration of state authority, six buildings for police and/or local authorities were constructed and equipped in both pilot locations, a legal clinic for victims of sexual violence was established which led to the support of 164 victims and 68 kilometers of road were rehabilitated and opened up. The rehabilitation of the roads made several areas in Kalehe and Mambasa territories better accessible and facilitated the operations of the Congolese army against armed groups. However, in order to ensure the sustainability of the roads, follow up in terms of resources and maintenance plans are required.

Another 130 police officers have been trained and/or deployed throughout the area, the capacity of judicial personnel was strengthened and various meetings between communities, the national police and local authorities have been held to assess the performance of the local security providers. These various activities resulted in a perceived increase of the proximity between police on the one hand and the local population on the other. Communities, particularly in Kalehe territory, also expressed that their confidence towards the local police has increased. Also there has been a

significant increase in the number of people who consider the police to be the main security provider in their area.

7.2.4 Return, Reintegration and Recovery

The pilot projects supported 3350 people of the most vulnerable groups through income generating activities. A majority of the targeted people consisted of women at risk from violence, survivors of sexual violence and former combatants. In Mambasa, indicative figures from internal monitoring reports demonstrate that 48% of the (all female) participants of the project felt more independent since they had an income and meet their basic needs. Due to the 47 microcredit groups that have been set up since the project, 1113 people who were directly involved (50% women) were able to access to and invest with small loans. An additional 1810 households, of which 60% led by women, received technical assistance as well as supplies to increase their agricultural production which enhanced their families' autonomy.

In Kalehe various activities targeting the mining industry in the area led to better management of the mining sites. Eight artisanal mining sites are marked as 'arms free' according to international standards, allowing proper exploitation of these sites in a peaceful manner. Also some 400 illegal mineworkers, including 100 women, have been redirected towards alternative economic opportunities.

In both project areas the social-economic activities strengthened the communities' cohesion as well as the resilience against external threats and the voice of women in their families and communities. The alternative economic activities targeting to the vulnerable population also increased the living conditions of many individuals as well as households in the zone. This created the conditions for future development as well as a more equal distribution of resources.

7.2.5 Gender Mainstreaming

The two ISSSS pilot projects achieved a mainstreaming of gender within their program interventions. The internal evaluation conducted by the ISSSS Secretariat noted that activities supporting women's participation in political processes need to be better accompanied by sensitization campaigns which target men and boys. However, the review suggested that women are participating more actively in public discussions and decision-making, due in large part to the project minimum requirement of 30% participation in the dialogues. This in turn is also supporting women's active role in other traditional and administrative structures and promoting them as community leaders.

In Mambasa, specifically, women's groups used the dialogues as a forum to help them in solving domestic conflicts. They have also been more actively involved in the local security committees, and it has been noted that their assessment of the security situation often differs greatly from the men in the community. In Minova women involved in the *Case de Femmes* chose to

conduct some meetings publicly, also inviting other women from outside of the organization to participate, which contributes to social cohesion in the community. Women interviewed in both project zones noted a reduction in sexual violence linked to the program activities.

The strong integration of gender in both projects is a direct result of the solid gender strategy that has been applied throughout the planning and implementation of both projects as well as the existence of extensive gender expertise within SSU (see also section 6.5 on the gender strategy).



7.3 Lessons Learned

The two ISSSS pilot projects have opted for different approaches to the democratic dialogue pillar, addressing different type of conflicts, at different levels and with different methodologies. The key lessons learned identified from those two initiatives are reflected below.

In Kalehe, the democratic dialogue was designed as a land conflict mediation and resolution mechanism, addressing mostly disputes between individuals over property, and by providing technical support to local mediation committees. Addressing specific and grassroots problems has

shown to be a pertinent strategy which provides local populations with immediate and concrete responses, allowing for a high level of local support and ownership. These types of mediation activities worked particularly well in Kalehe territory where over 300 land disputes were resolved.

However, the lessons learned from the Kalehe project reveal two key challenges. First, without legal and formal recognition (through, for example, provincial Edits) and continued financial support, the sustainability of the mediation mechanisms remain uncertain, depending on local mobilization, which varies from one place to the other. Secondly, while addressing local conflicts between individuals and limiting the risk of violent escalation, those mechanisms have shown their limits in tackling the more structural, political and governance related factors in which local land conflicts are rooted. The planned extension of the Kalehe pilot project in 2017 will focus on these two key challenges, allowing for a more comprehensive and sustainable response to land conflicts and governance in the area.

In Mambasa, the democratic dialogue has been designed to address the more political and governance causes of conflict around the Okapi Wildlife Reserve. This is an approach that requires time to build momentum and take shape. All stakeholders in the conflict, including those who have an interest in sustaining the conflict, have to be willing to take part in such a dialogue and be responsive to community needs through the identification of

collective solutions. This requires time, but also subtle political engagement (made of progressive, formal and informal lobby and networking actions) and appropriate human resources and capacities.

Although it is too early to judge whether the dialogue approach in Mambasa has impacted the cycle of violence and instability in the long-term, the process did succeed in creating a momentum and a consensus amongst the key stabilization actors (in particular the Governor). However, key challenges remain. The results of the dialogue process (the initial agreement and the *acte d'engagements* signed by the key stakeholders) are not to be seen as an end-result, but rather as a starting point for additional engagement and interventions. Indeed, programmatic support is still critically needed to allow for clear and systematic follow-up on the engagements and the progressive implementation of the recommendations identified by the dialogue participants.

The planned second phase of the project in Mambasa has been designed based on the *acte d'engagements* and action plan that came out of the dialogue process. It will specifically focus on its implementation and follow-up. By doing so, the project will build and consolidate the commitments and mobilization initiated during the first phase, both at community and political levels.



8. Working Together for Stability in Eastern Congo

8.1 Good Offices

Given that ISSSS is a political strategy, good offices are essential to ensuring high-level engagement of both the GoDRC and international partners for stabilization interventions to succeed and be sustainable. In line with Resolution 2277 (2016), MONUSCO is required to 'provide good offices, advice and support to GoDRC, in the implementation of the ISSSS and related provincial stabilization strategies'. Good offices are essential, for example in the area of RSA, to ensure the central government ensures the presence of enabling public servants to deliver quality services at provincial and local levels and to improve and sustain mutual trust between the communities and state. In addition, the various conflict analyses, have confirmed the positive and negative roles provincial and national actors can play in the conflict dynamics and the capacity of those actors to influence those dynamics from the central up to the local level through a complex web of networks. Therefore, good offices are an important strategy to positively engage national, provincial and local actors in the conflict transformation process.

Good offices are not only MONUSCO's role. Local and provincial authorities also have a crucial role to play in engaging national stakeholders. In this regard, the good offices conducted by the Land Commission in Ituri towards the national government in Kinshasa for support in the resolution of land disputes, is a positive example of engagement between different levels of government. The democratic dialogue process which is a corner stone of the ISSSS, is an important tool to lay the groundwork for good offices. It enables the joint identification and mobilization around local solutions to the conflict by communities and local leaders. The commitment of political leaders at the national level in responding to those locally identified solutions are crucial for progressively transforming the conflict dynamics. The ISSSS partners can complement these efforts and conduct good offices through their bilateral engagement with the GoDRC.

Renewed support for the ISSSS by the new mission leadership has had a positive impact on the positioning of stabilization interventions within the mission. In particular, with the support of SSU, stabilization outputs are now solidly integrated in the majority of the work plans of MONUSCO's field offices as well as the mission's overall planning framework (Results Based Budgeting Framework). At the request of the DSRSG Rule of Law-Operations, SSU further supported the Beni Office with a specific stabilization strategy validated by the Mission Leadership last August. The strategy is currently being translated into a programmatic approach that will be accompanied by fundraising efforts. The role and engagement of MONUSCO's Heads of Offices has been critical in positioning the stabilization approach at provincial level. Engagement with the United Nations Country Team (UNCT) on stabilization issues has also been strengthened through SSU's new Liaison Officer deployed in Kinshasa. In particular, SSU provides technical assistance in the development of the UNCT's main planning framework,

the United Nations Development Assistance Framework (UNDAF). The overall purpose of this assistance is to reinforce the integration of the ISSSS analyses and strategies into that broader planning framework, and promoting – with a view on the mission exit strategy – a stronger and more systematic transitional linkage between stabilization and development.

As part of this re-positioning of the ISSSS and the overall stabilization approach within the mission SSU developed closer partnerships with substantive sections, in particular with the Civil Affairs Section. Both sections have agreed on some key areas of cooperation (coordination and information sharing, joint planning and monitoring, training and capacity building, programmatic support to SSU) which will be implemented through the field offices. Consultations and briefings have also taken place with the United Nations Police and the Force to identify areas for closer collaboration. At the provincial level, SSU is also working closely with the Disarmament, Demobilization and Reintegration (DDR) section, to ensure Community Violence Reduction (CVR) projects complement ISSSS interventions. In 2017, SSU plans to strengthen and roll out these types of partnerships, including with other sections such as Security Sector Reform and Justice Support & Corrections. These partnerships and synergies will be critical for the implementation of stabilization programs.

8.2 Policy Advice

SSU is increasingly functioning as a knowledge hub on stabilization both within and outside the UN system. Expert policy advice is now available within the unit on several thematic areas: democratic dialogue/conflict transformation; return, reintegration and socio-economic recovery, as well as gender. In addition, with the support of the EU Instrument for Peace and Stability, SSU has developed up-to-date conflict analyses for four Priority Zones (Kitchanga and Beni in North Kivu, Ruzizi in South Kivu and South Irumu in Ituri). Through its Alignment cell, SSU has further developed its internal capacity to advise bilateral donors on their stabilization portfolio and support implementing partners in aligning their interventions to the ISSSS approach. The knowledge developed by SSU in these areas are key for the mission and UNCT activities, including military operations as well as external partners' interventions to pursue a more integrated, contextual analysis driven approach to address the conflict in Eastern DRC in line with the ISSSS approach.

SSU policy advice is also increasingly being shared with international partners. In the autumn of 2016, SSU contributed to policy discussions on stabilization with the Norwegian and German Ministries of Foreign Affairs. In the case of Norway, SSU's policy advice has contributed to the development of the Norwegian Government's White Paper on Fragile States. Linkages with the academia and policy institutions have also been strengthened. In this regard, SSU shared lessons learned from the ISSSS with other stabilization practitioners during a work shop on 'stabilization and armed groups in

Eastern DRC' organized by the Rift Valley Institute. SSU further participated in a high level learning exchange on land, natural resources and conflict for UN Resident Coordinators and senior officials of the Great Lakes Regions organized by UN Habitat Global Land Tool. Increasingly, SSU is also providing briefings to academic institutions.

8.3 Partners

SSU is collaborating with a wide range of partners in furthering its stabilization mandate. First and foremost it maintains a close relationship with national counterparts leading on stabilization, in particular STAREC officials at provincials and national levels and local civil society partners. SSU has also forged solid partnerships with the donor community, in particular donors that are directly contributing to the SCF or more broadly to the functioning of the Unit (through seconded personnel or consultancies). Key partners include the PBF, the EU, The United Kingdom, The Netherlands, Norway, Switzerland, Sweden and Germany. SSU further partners with the wider donor community through its engagement in the Donor Stabilization Forum in the framework of the alignment process (USAID, Belgium, World Bank). As seen above, SSU collaborates closely with MONUSCO substantive sections and the UNCT as well as international organizations, academia and think tanks (International Alert, Life and Peace Institute, Rift Valley Institute, Peace direct and Interpeace). As a result of the range and depth of these partnerships, SSU relies on extensive in-house thematic, programmatic and operational capacities and is able to promote a comprehensive vision of stabilization, embedded in local, national and international knowledge.



9. Outlook for 2017

2017 will be the year where the stabilization strategy will move from pilot projects to large Priority Zones, bringing together a number of elements that will test even further the ISSSS, STAREC, the SSU, implementing partners, international donors and, most importantly, national and provincial authorities.

In terms of priorities, the focus will be on the completion of the calls of proposals process and the launch of programs in three Priority Zones and the second phase of the pilot projects. The pilot projects will be extended for 12 months to ensure a smooth and organized handover with a strong focus on the local armed groups to disarm and reintegrate their communities. Thanks to the pilot projects we have learned that democratic dialogue is the key pillar of the ISSSS approach. To ensure successful program launches SSU will support the STAREC and implementing partners, using all available resources and technical support at its disposal. Simultaneously, it is expected that the Alignment cell increases its role, ensuring better and stronger coordination of international interventions in the stabilization process. The SSU will also engage a dialogue with a number of partners to maintain the conflict analysis capacity, which are so crucial to understanding conflict cycles and drivers. Furthermore, the M&E cell will start to monitor the progress of the ISSSS and will develop an online database & knowledge platform in early 2017.

2017 will also be the year where good offices will be at the heart of the stabilization strategy. Technical assistance supported by a democratic dialogue process at the community levels will not be sufficient if provincial and national political actors are not engaged in the stabilization process. In the case of Beni, SSU will support the implementation of the targeted stabilization strategy in close collaboration with the MONUSCO Beni Office and provincial and national authorities, which will bring the total number of active Priority Zones to six. Continued capacity building of STAREC and ISSSS implementing partners will be another priority, to strengthen national ownership and increased coordination of ISSSS approach and accompanying interventions.

Finally, STAREC and the SSU look forward to increase the number of Priority Zones thanks to greater coordination and alignment of bi-lateral interventions in the context of the provincial strategies and action plans. Increasing the number of interventions will allow the M&E system to improve impact assessments of the ISSSS programs.

Let's now take the ISSSS to a level where we can physically see impacts for the benefit of the communities and future generations.

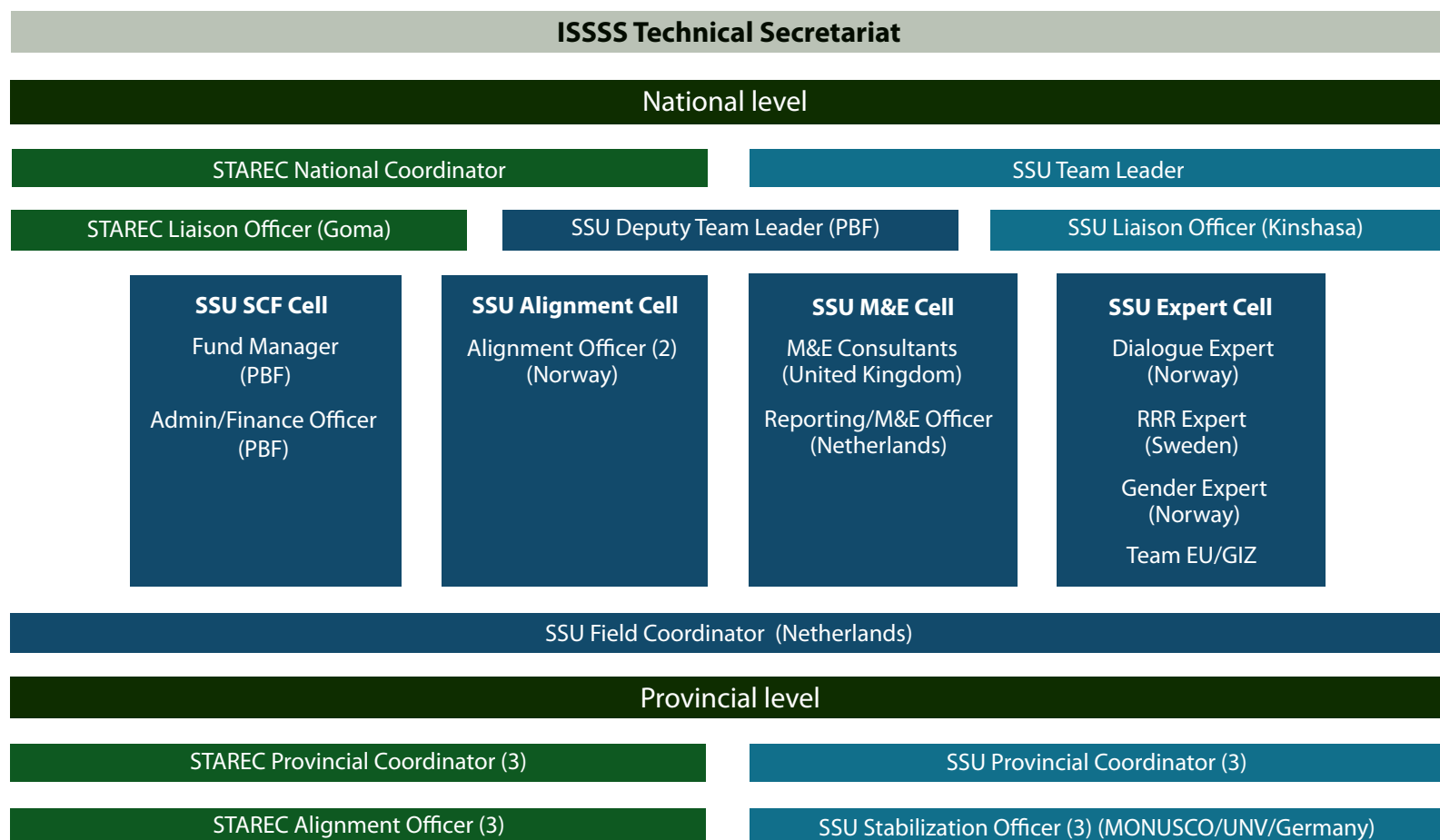
MONUSCO / SSU / 2016



Annex I: Overview of PFB meetings and decisions

PFB	Date	Summary of Decisions
North Kivu	December 9, 2015	The Program Around Kitchanga was approved, and it was agreed to launch the call for proposals for the first component of the program (democratic dialogue).
	March 31, 2016	The consortium consisting of International Alert with Pole Institute was selected to implement the democratic dialogue component for the Kitchanga program, pending the inclusion of certain recommendations made by the PFB. The Technical Secretariat was requested to prepare the call for proposals for the remaining components of the Kitchanga program including; land governance, socio-economic recovery and gender and SGBV.
	May 6, 2016	PFB approves the changes made to the International Alert and Pole Institute democratic dialogue program.
	September 7, 2016	Revised International Alert and Pole Institute Budget covering 24 months is approved and the PFB allows for a derogation from the 15% ceiling for personnel costs, given the nature of the dialogue program. The call of interest for the remaining components of the Kitchanga program 3.000.000 USD were approved with specific percentages of funds allocated for each component.
	December 14, 2016	The Technical Evaluation Committee presented their recommendations concerning the six proposal which were submitted during the call for interest, the PFB selected three proposals to submit full call for proposal packages. It was also decided that the provincial secretariat should further explore the various modalities of implicating local organization in the implementation of the ISSSS program.
South Kivu	July 18, 2016	The first Priority Zone program for Ruzizi was approved. The Technical Secretariat informed the PFB of the NFB's decision to allocate 8.676.000 USD for the province envelope and the approval of the SCF Operations Manual.
	August 25, 2016	Approval for the Technical Secretariat to launch the call for interests for the Ruzizi program for a total of 7.000.000 USD.
	November 3, 2016	The PFB reviewed and approved the recommendations made by the Technical Evaluation Committee concerning the selection of three consortium proposals to move to the next stage of the call for proposals.
Ituri	September 7, 2016	Approval of the first Priority Zone program in South Irumu. The Technical Secretariat also informed the PFB of the NFB's decision to allocate 8.676.000 USD for the provincial envelope. The Technical Secretariat was given approval to start the call for proposals, based on the readjustment that an additional 500.000 would be redirected to an extension for the pilot project in Mambasa for a total of 1.500.000 USD.
	December 12, 2016	The PFB reviewed and approved the recommendations made by the Technical Evaluation Committee concerning the selection of three consortium proposals to move to the next stage of the call for proposals process. The provincial secretariat also provided the Provincial Funding Board an update on the second phase of the Mambasa program development; the PFB agreed it will approve the program extension electronically in early 2017.

Annex II: Organogram ISSSS Technical Secretariat



Legend

- Personnel financed by donors
- Personnel financed by MONUSCO
- Personnel STAREC

This report is prepared by the ISSSS Secretariat. For further information and to subscribe to news updates, please contact Richard de la Falaise [delafalaise@un.org].

This report is designed in collaboration with César Augusto Ortelan Perri, an UN Online Volunteer mobilized through www.onlinevolunteering.org

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