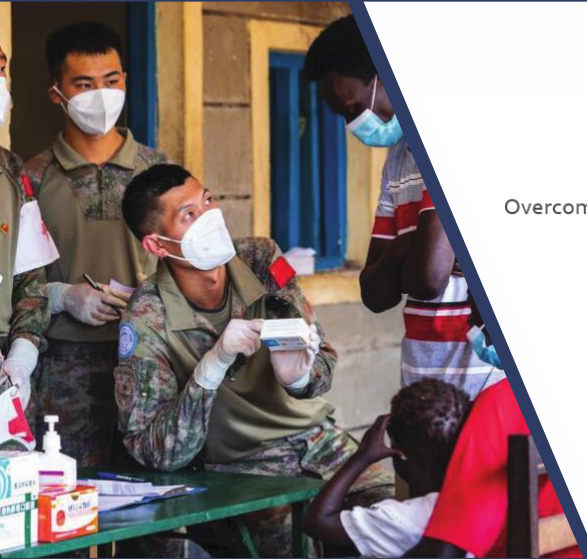
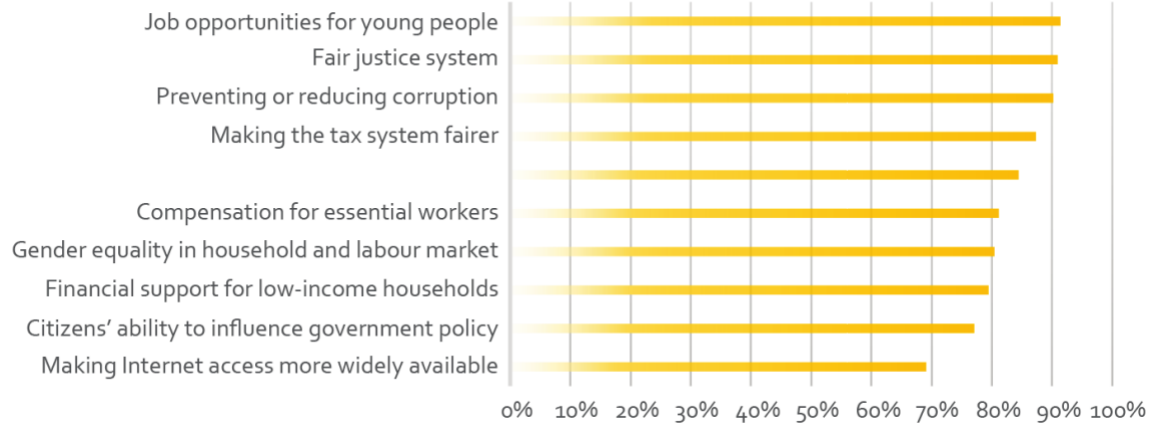
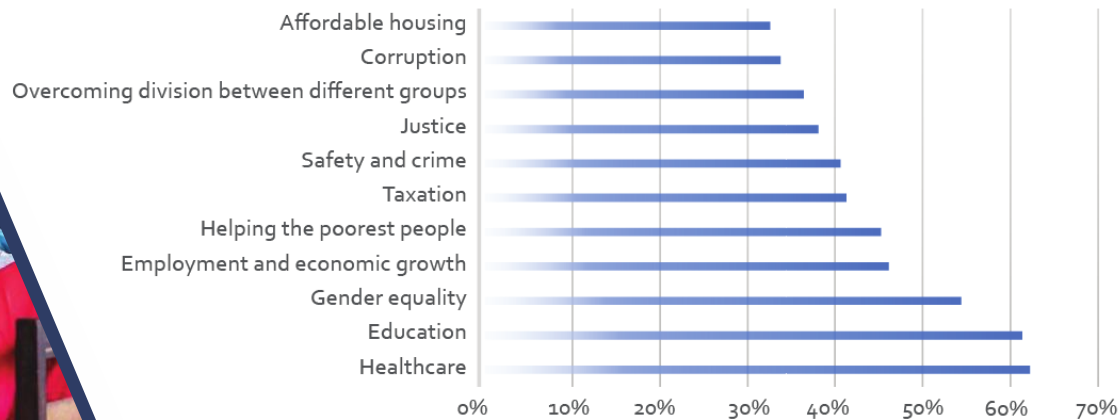


Poll question- What are your policy priorities for the future?

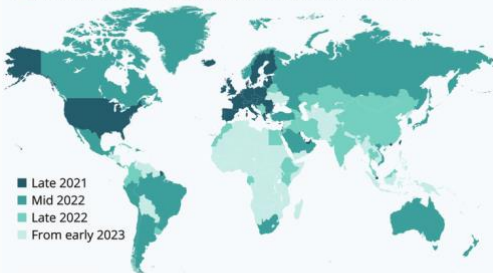


Poll question- In which of the following areas do you think your country was doing well before the pandemic?



Global Vaccine Timeline Stretches to 2023

Countries by when they are expected to have vaccinated 60-70% of their adult population against COVID-19



As of Q1 2021  
Source: Economist Intelligence Unit



Center on International Cooperation  
Business Plan

September 2021 – August 2023

CIC Business Plan, September 2021–August 2023

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# Executive Summary

## Vision

The Center on International Cooperation's (CIC's) vision is to advance effective multilateral action to prevent conflicts and crises and to build peaceful, just, and inclusive societies.

## Mission and comparative advantage

Our mission is to strengthen cooperative approaches among national governments, international organizations, and the wider policy community to advance peace, justice, and inclusion. CIC's comparative advantage lies in three areas:

- First, CIC specializes in the links between politics, security, justice, humanitarian responses, and sustainable development. We have staff with expertise in these different areas, and as an institution we forge links between them.
- Second, we focus on analysis and idea generation that is principled, practical, and policy relevant. CIC is ambitious while also being sensitive to evolving political realities and constraints on collective action in response to international problems.
- Third, we have built a strong understanding and relationships of trust with multilateral institutions over the past two decades. In particular, we have a proven track record of working closely with the member states and organizational leadership of the United Nations (UN) and international financial institutions (IFIs).

## Context

This past year has seen a prolongation and deepening of the triple crisis brought on by the COVID-19 pandemic: health, the socio-economic and political difficulties as well as a growing disconnect in recovery. We are going into the new planning year with a world of COVID-19 haves and have-nots who are divided by progress on vaccination and by the ability to spend on social protection and economic recovery.

This has had quite profound implications for CIC's mission and operations. Strategically, our mission of preventing crises and promoting peace, justice, equality, and inclusion is central to today's political debates and preoccupation; but the context has become more volatile. Some fragile countries have weathered the COVID-19 crisis relatively well, while others have faced unanticipated social tensions. The links between humanitarian (health) issues, development, and peace have become more pronounced as issues of economic recovery, equity, and social justice have grown in importance for peace and stability as we enter a period of fiscal pressure in many countries. Geopolitically, tensions have increased, and the multilateral order as not yet managed to meet the demands placed upon it by the pandemic; but the UNGA, the UN's forthcoming Common Agenda, and the reengagement of the United States provide opportunities.

Operationally, we were successful in realizing the bulk of planned results in the last year, despite the constraints. We have found new ways to work across units within CIC, with different programs such as peacebuilding and prevention, the movement to halve global violence, and humanitarian, Pathfinders, and multilateral on the social contract. We transformed many planned activities to a virtual format and are learning and improving in this

sphere all the time, but we still see both “Zoom fatigue” in our counterparts and limits to what virtual consultations can achieve.

Organizationally, CIC has grown and made inroads in addressing some of the bureaucratic hurdles within the New York University (NYU) system. We have also carefully planned a return to the office in a way that meets both the organizational and health needs of the moment. We have developed over the course of the pandemic some local partners—in Indonesia, Ethiopia, and Bangladesh, for example—and plan to deepen our approach to local partnerships in future, including sharing locally hired consultants or NGO partners across CIC where possible.

## Goals

The central goals of CIC over the next two years are to help prevent new crises and to promote peace, justice, equality, inclusion, and collaboration between humanitarian, development, and peacebuilding actors in the context of the pandemic.

## Highlights of activities

We will continue the course established since the beginning of the pandemic by pursuing opportunities and analyzing risks linked to the volatile health, economic, and political dynamics that the pandemic has spurred. Highlights of activities in which we will seek new opportunities and outcomes, including the following:

- Shifting within the multilateral program to promote the UN secretary-general’s forthcoming Common Agenda for Multilateralism. This will include analyzing opportunities to take stronger international action on specific issues, including vaccine equity and access to financing for recovery, on which we have published extensively since 2020. It will also touching on less attended topics, such as cross-regional approaches to the social contract. We will continue to support dialogue between the UN and its development partners on financing for results within the UN and between the UN and IFIs on collaboration on prevention issues. We will expand our monitoring of UN senior leadership appointments with the special attention on the SG’s goal of gender parity.
- Creating a community of practice for the use of big data and analytics for prevention and peacebuilding. This will include work on a data hub for prevention and peacebuilding, in collaboration with the UN’s Department of Political and Peacebuilding Affairs.
- Producing new work on displacement and migration in the context of conflicts in the Middle East and Afghanistan and of the impacts of COVID-19 and climate change.
- Launching the Flagship Report on Inequality and Exclusion at UNGA 2021 and other regional and sectoral venues. This will be followed by establishing a new multistakeholder platform for inequality and exclusion that aims to strengthen the evidence for policies provide a platform for commitment to action, exchange best practices between countries, and support international campaigns.
- Completing the work of the task force on halving global violence, by seeking to establish an evidence-based action plan to meet the ambitious SDGs on reducing global violence.
- Focusing in the first meeting of the Justice Action Coalition on closing the global justice gap and achieving measurable progress in justice outcomes for people and communities by the second SDG

Summit in 2023.

- Helping to establish a new local think tank partner in the Democratic Republic of the Congo (DRC), which will build local capacity to analyze conflicts and track political accountability.

### Key workstreams

The 2021–23 program contains the following workstreams:



# CIC Business Plan

## September 2021–August 2023

CIC is a nonprofit research center housed at NYU.<sup>1</sup> CIC’s vision is to advance effective multilateral action to prevent crises and to build more peaceful, just, and inclusive societies. Our mission is to strengthen cooperative approaches among national governments, international organizations, and the wider policy community to advance peace, justice, and inclusion around the world.

CIC’s comparative advantage lies in three areas. First, the center works on the links between politics, security, justice, humanitarian responses, and sustainable development. We have staff with expertise in these different areas, and we specialize in the links between them. Second, we focus on analysis that is principled, practical, policy relevant, ambitious, and sensitive to evolving political realities and constraints on collective-action responses to international problems. Third, we have developed a strong understanding and relationships of trust with the member states and organizational leadership of multilateral institutions over two decades, in particular the UN and IFIs.

### 1. Factors shaping CIC’s strategy

- *COVID-19.* The COVID-19 pandemic is not over, neither in its direct health impact nor its social, economic, and political repercussions. Our partners in governments, multilateral institutions, and civil society have been hit strongly by the public health and humanitarian aspects of the crisis as well as its deep socioeconomic, macroeconomic, and fiscal aspects. For some, these have also translated into rising political uncertainty or unrest. At the same time, the pandemic has created opportunities to transform domestic and international policy.
- *Continued global political uncertainty.* Relations among the big powers—in particular, the United States, China, the European Union (EU), and Russia—continue to be uncertain. The uncertainty has spilled over in the last year into many UN debates, such as debates on the language of resolutions and its perceived relationship to democracy and human rights. G2 divides in particular are becoming more acute. The Security Council remains divided and ineffective. Emerging contestation over access to COVID-19 vaccines and the relative scale of stimulus programs in the developed versus developing worlds risk worsening international relations.
- *Multilateral opportunities.* At the same time, there are new opportunities. The Biden administration has, as expected, toned down the rhetoric that exacerbated international tensions, but it has not yet fully engaged in all aspects of multilateralism, such as the SDGs. China is increasingly pursuing normative goals in the multilateral arena, which we view as presenting an opportunity for engagement. The UN secretary-general will produce a new report on multilateralism in September 2021, the Common Agenda. Indonesia will take over the presidency of the G20 in 2022. Popular demand for international action remains high.
- *Changing relations in and between the UN and IFIs.* IFIs continue to build their role in international development. The International Monetary Fund (IMF) is vocal on unusual issues such as the value of solidarity taxes, and the World Bank is accelerating the IDA20 replenishment. This is an opportunity for increased UNIFI engagement.

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<sup>1</sup> CIC is a research center in the Faculty of Arts and Science at NYU. It shares with NYU the status of a tax-exempt 501 (3)(c) nonprofit under the US Internal Revenue Code.

## 2. Objectives

CIC's central goals in 2021–23 is to help prevent new crises and to promote peace, justice, equality, inclusion, and the triple nexus in the context of the pandemic. CIC will focus on program-specific objectives to achieve these goals.

### In thematic programs:

- Defend and promote multilateralism, in particular by promoting the forthcoming Common Agenda on multilateralism and promoting more effective approaches to mobilizing financing and demonstrating results at the UN in relation to other multilaterals; by strengthening UNIFI partnerships on pandemic recovery and the links between macroeconomic pressures, conflict risk, and the pandemic's impacts; and by supporting gender parity and other forms of diversity among UN senior management.
- Strengthen the operationalization of the UN prevention agenda to support national upstream prevention efforts; and cultivate innovative, data-driven approaches to improving prevention and peacebuilding while highlighting the ongoing effects of the COVID-19 crisis and how it is transforming both risks and the practice of prevention and peacebuilding.
- Support efforts to strengthen the triple nexus in countries grappling with chronic or repeated crises by providing evidence and ideas for improving crisis responses on the ground while also contributing to policy making in support of collective action at the global, regional, and national levels.
- Support national ambition, coherence, results, and reporting; strengthen strategies, momentum, and political will at the international level; shape debates and mobilize actors in the areas of justice, inclusion, and violence prevention; work to achieve the SDG16+ targets and demonstrate results ahead of the second SDG Summit in 2023 while acting more ambitiously at the international level and mobilizing powerful, solution-oriented advocacy and communications in 2021–23 as we work to accelerate SDG16+ delivery.

### In country/regional programs:

- Support Pathfinders members in national recovery and development strategies that address peace, justice, equality, and exclusion.
- Provide hard-hitting analysis of the DRC and regional dynamics to inform national and international debates in the political, security, justice, and development spheres while launching a new entity in the DRC.
- Promote research on, analysis of, and advocacy of justice for victims and survivors in Syria with a focus on missing persons, on safe, dignified, and durable return for refugees, on the lack of civil documentation for IDPs, and on the issues surrounding housing, land, and property rights.
- Collaborate with the MENA program to examine the potential for creating an integrated system for

monitoring humanitarian, economic, political/governance, justice, and climate risks to inform national and multilateral prevention and early-warning systems.

### 3. Thematic programs

#### *Promoting and Defending Multilateralism program*

Our main objectives for this program are threefold: (i) to defend and promote multilateralism, particularly in light of the secretary-general's upcoming report and in the context of the impact of and recovery from the pandemic; (ii) to strengthen UN-IFI partnerships, an area that has grown in focus in the past two years; (iii) to support gender parity and other forms of diversity among UN senior management.

By publishing [several](#) analyses of reform options, briefing and convening UN leadership and member states, and tracking the progress of reforms, we have worked systematically throughout Secretary-General António Guterres's first term to support him in his efforts to reform the United Nations. In the last year, we supported coalitions of member states, often middle powers, to undertake specific collective-action efforts such as those in support of equal access to COVID-19 vaccines and socioeconomic targets for a transformative pandemic recovery. We also supported the Executive Office of the Secretary-General with analysis that will contribute to the secretary-general's report on the Common Agenda. Lastly, we continue to publish regular, rapid-turnaround analyses of opportunities for collective action in the COVID-19 era and to participate in and co-convene events led by member states. We supported training on strategic support and UNIFI cooperation for resident coordinators and World Bank regional leadership, and we have been asked to continue this work. For the Gender Observatory, we launched a new dashboard with the governments of Ghana and Qatar in 2020. The dashboard allows for interactive monitoring of gender parity and other forms of diversity. We are planning on expanding it to cover the educational aspect of senior appointments.

The program will continue to work in our three priority areas while also fielding ad hoc requests from partners. These are shown in the outcomes and output table below.

*Promoting the Common Agenda and the Renewal of Multilateralism.* We will support progress on the priorities set forward in the UN Secretary General's Common Agenda, to be released on September 10<sup>th</sup> 2021. These are expected to include strong action on inequality and exclusion and access to justice, as well as on networked and inclusive multilateralism, and prevention and peace-building. We are working with groups of member states interested in supporting the Common agenda priorities on which CIC has a track record of analysis and action, such as the Leaders Network for Renewing Multilateralism together and Pathfinders. We will also support discussions between the UN and its main financing partners on the financing of the Resident Coordinator system and broader financing for development issues.

*UN-IFI collaboration.* Based on demand from both member states and management of UN, the IMF and the World bank, we will expand this program in 2021-23. Key activities will include: (i) dialogue between members states in the governing boards of the three institutions; (ii) deep dives into country level collaboration; (iii) training of resident coordinators on collaboration with the IFIs.

*Gender Observatory.* Expand the dashboard to look at different aspects of diversity in senior appointments, including educational diversity.

#### *Target audiences*

CIC's target audiences and partners include member states, EOSG, the Office of the President of the General Assembly, ECOSOC, the PBC, and the Security Council (in particular, the E10), the Leaders Network for Renewing Multilateralism Together, countries involved in the Good Peace-building Financing Initiative, the office of the DSG and DCO, ASG senior leadership, and policy, regional, and country-level management in the World Bank and IMF. The main outcomes and outputs are shown in the table below.



Relevant outcome	Outputs in year 1 (2021–22)	Outputs in year 2 (2022–23)
<p><b>Outcome 1</b></p> <p>Following the UN75 resolution and the publication of the secretary-general’s Common Agenda, we seek to promote strong member-state and civil-society action, even if only in small “coalitions of the willing,” to support multilateralism.</p>	<ul style="list-style-type: none"> <li>● Publish analysis of the secretary-general’s report on the Common Agenda and of opportunities to move the report forward, including through on-demand convenings for the UN, member states, and other partners, and building on networks that want to support the agenda, such as the Leaders Network for Renewing Multilateralism Together and Pathfinders.</li> <li>● Produce at least six commentaries on the scope for collective action and for promoting multilateralism in COVID-19 containment and recovery and on applying lessons learned from the pandemic.</li> <li>● Support dialogue with the UN system and donor countries on UN-development-system results and the funding of the RC system.</li> </ul>	<ul style="list-style-type: none"> <li>● Produce at least eight commentaries.</li> <li>● Provide continued support for a dialogue between UN leadership and senior officials in donor countries on financing the RC system and on broader issues of UNDS financing and the Funding Compact.</li> </ul>
<p><b>Outcome 2</b></p> <p>Pursue closer collaboration between the UN, WB, and IMF on the links between the pandemic, macroeconomic pressures, and conflict risks.</p>	<ul style="list-style-type: none"> <li>● Convene a meeting of UN permanent representatives, World Bank executive directors, and IMF executive directors with reporting on follow-on action on multilateral coherence.</li> <li>● Convene four deep-dive meetings about thematic and country challenges at which the UN, WB, and IMF can complement efforts.</li> <li>● Organize trainings on World Bank and IMF structures and policy</li> <li>● Based on countries’ experiences, publish a policy note on issues to be taken up at the policy level.</li> <li>● Support action-oriented principles to improve Good Peace-building Financing in bilateral member state programs and amongst the key multilaterals.</li> </ul>	<ul style="list-style-type: none"> <li>● Support ongoing UN, WB, and IMF strategy-implementation processes regarding fragile countries and conflict-affected situations and assist in adapting these processes to new risks.</li> <li>● Take action at the country level based on sessions with WB-UN-IMF counterparts.</li> </ul>
<p><b>Outcome 3</b></p> <p>Support the secretary-general’s proposal on gender parity as part of the broader gender-equality agenda.</p>	<ul style="list-style-type: none"> <li>● Expand the dashboard to cover the educational aspect of senior appointments.</li> <li>● Maintain monitoring and regularly publish analyses.</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain monitoring and regularly publish analyses.</li> <li>● Increase media uptake of dashboard analysis.</li> </ul>

### *Prevention and Peacebuilding program*

The Prevention and Peacebuilding program provides innovative, policy-relevant, and real-time evidence and arguments to increase the chances for sustainable peace. The program’s approach is twofold: a multisector approach to peacebuilding and prevention with close links to development actors, including IFIs; and an innovative and data-driven approach to prevention, peace operations, and the women, peace, and security agenda. We also leverage links with CIC’s country programs and other thematic work to bring fresh perspectives on prevention and peace operations to policy-level discussions. This workstream is closely linked to the

Multilateral Reform program, the Humanitarian Crises program, and the Pathfinders for Peaceful, Just and Inclusive Societies partnership.

We will focus on two goals in the next two years: strengthening the operationalization of the UN prevention agenda to support national upstream prevention efforts; and cultivating innovative, data-driven approaches to improving prevention and peacebuilding. In both regards, we seek to highlight the ongoing effects of the COVID-19 crisis and how it is transforming both risks and the practice of prevention and peacebuilding.

*Operationalizing the prevention agenda:* Since 2018 CIC's Prevention and Peacebuilding program has supported the secretary-general's prevention agenda by addressing member states' concerns about external interference—particularly by providing concrete, nationally led examples of the implementation of upstream prevention to destigmatize preventive approaches. Throughout 2020, we focused on sharing best practices and recommendations to [feed into the 2020 peacebuilding-architecture review](#). This area of focus is important for bridging the [gap](#) between preparing the sustaining-peace resolutions and operationalizing them.

In this area, we therefore seek to strengthen operationalization of nationally led prevention approaches, following the 2020 review. To support this work, we will develop a publicly accessible matrix of all the recommendations from the 2020 review and then focus our efforts on the following thematic areas:

1. Better integrating MHPSS into efforts at sustaining peace (in collaboration with the Pathfinders' Justice initiative)
2. Operationalizing the triple nexus by identifying practical options for adopting a sustaining-peace lens during the COVID-19 response-and-recovery phase (in collaboration with the Humanitarian Crises program)
3. Supporting integrated efforts to prevent violent crime, violent extremism, and armed conflict (in collaboration with the Pathfinders' Justice and Halving Global Violence initiative)
4. Promoting good peacebuilding financing (in collaboration with the Multilateral Reform program)

*Innovative, data-driven approaches:* CIC will also continue to use its comparative advantage in data production and analysis to help build a community of practice on data-driven approaches to peacebuilding and prevention. This follows several initiatives in 2020–21, including our mapping of the [ecosystem of actors](#) working at the intersection of data and prevention approaches (including an [online tool](#)), a monthly [Data for Peace dialogue](#) series that drew more than eight hundred participants, and an international workshop on [early warning and early action](#) that attracted more than one thousand participants.

In 2021–22, in this workstream we will continue to build a community of practice to support ground-level use of data analytics on peacebuilding and prevention (including key actors in interested governments, UN entities, research organizations/think tanks, the private sector, and civil society) through ongoing virtual dialogues and international gatherings and through its robust LinkedIn presence (the [Data for Peace and Security](#) group). It will also support efforts to create a data hub to centralize cutting-edge information on the use of data for prevention and peacebuilding, and it will foster innovative use of data and technology and facilitate partnerships to support evidence-based prevention and peacebuilding efforts in the field. This will be done in collaboration with the UN Department of Political and Peacebuilding Affairs and a wide variety of governmental, research, and private sector actors. Finally, this workstream will continue to facilitate accompaniment and capacity building for a select group of pilot initiatives in the field to implement data-driven action for prevention and peacebuilding, to model success.

*Target audiences:* The Prevention and Peacebuilding program engages two constituencies. The first consists of a regionally and politically diverse group of more than twenty member states, with which we have initiated dialogues and workshops on prevention to map positions and identify areas of agreement and practical action going forward. We also will work with the g7+ countries to highlight their experiences with upstream prevention, especially on MHPSS issues, and to engage donor countries (on good peacebuilding financing in particular). The data for the peace audience are broader, as they target actors within government, multilateral institutions, the

private sector, NGOs, and the research/academic sector who are working at the intersection of data and prevention/peacebuilding.

<i>Relevant outcome</i>	<b>Outputs in year 1 (2021–22)</b>	<b>Outputs in year 2 (2022–23)</b>
<p><b>Outcome 1</b></p> <p>Strengthened operationalization of the UN prevention agenda to support national upstream prevention efforts</p>	<p><b>Field research:</b> Conduct desk and field research in at least three countries.</p> <p><b>Publications:</b> Produce six to eight evidence-based policy documents that will feed into political dialogues, including three on good peacebuilding financing. Produce one set of action-oriented recommendations on Good Peacebuilding Financing.</p> <p><b>Workshops:</b> Organize eight to nine workshops to inform policy making on how to operationalize the prevention agenda at the UN, with particular attention to (i) the triple-nexus approach in the COVID-19 response, (ii) good peacebuilding financing, and (iii) MHPSS contributions to prevention. For two of those workshops, the target audience will be member states; for two to three more the audience will be UN staff; and three to four will be technical workshops for research partners in Good Peacebuilding Financing.</p> <p><b>Events:</b> Provide support for two to three political events for Good Peacebuilding Financing.</p> <p><b>Tools:</b> Produce one matrix tool to track implementation of recommendations from the informal phase of the 2020 PBAR.</p>	<p><b>Field research:</b> Continue to conduct field research (in four country visits) to document best practices for implementing the prevention agenda, including practices for good peacebuilding financing, and present recommendations to move the agenda forward.</p> <p><b>Publications:</b> Produce five to six publications, including three to four on operationalizing prevention, with particular focus on evaluation at the country level; and produce one “visioning” study on the future of peacebuilding financing.</p> <p><b>Workshops:</b> Organize five to six workshops: two member-state and two UN-staff workshops to take stock of the operationalization of the prevention agenda, and one technical workshop to validate good peacebuilding financing.</p> <p><b>Technical assistance:</b> Provide technical assistance at the field level by creating a knowledge hub and provide training and create space for dialogue on prevention and good peacebuilding financing (for example, leveraging IFI tools or using MHPSS approaches for prevention).</p> <p><b>Tools:</b> Continue to use the matrix tool to monitor implementation of PBAR recommendations.</p>

<p><b>Outcome 2</b></p> <p>Innovative, data-driven approaches for strengthening peace operations and peacebuilding</p>	<p><b>Workshops:</b> Organize one international workshop on data-driven approaches to peacebuilding and on learning lessons from the humanitarian sector; one workshop with UN staff on using advanced data analytics to assess peacekeeping outcomes; and one practitioners’ workshop on better data use for peacebuilding, in collaboration with Datakind.</p> <p><b>Virtual community:</b> Continue to build a community of practice to facilitate effective exchange and support among peacebuilding practitioners through monthly virtual meetings and a LinkedIn group.</p> <p><b>Technical support:</b> Provide technical support to two to three pilot initiatives at the country level using data-driven approaches to peacebuilding and prevention.</p> <p><b>Publications:</b> Produce one lessons-learned report on the D4P initiative after two years.</p> <p><b>Scoping:</b> Facilitate search for a data hub on prevention and peacebuilding.</p>	<p><b>Workshops:</b> Organize one to two international workshops on data-driven approaches to peacebuilding.</p> <p><b>Virtual community:</b> Organize monthly virtual convenings and continue to develop the LinkedIn group.</p> <p><b>Technical support:</b> Provide technical support to three pilot initiatives at the country level using data-driven approaches to peacebuilding and prevention.</p> <p><b>Scoping:</b> Further investigate the possible creation of a data hub.</p>
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### Humanitarian Crises program

CIC’s Humanitarian Crises program supports efforts to strengthen the triple nexus in countries grappling with chronic or repeated crises. The objectives of the program are to provide an evidence base for improving responses on the ground and to contribute to policy making in support of collective action at the global, regional, and national levels.

The work of the program is guided by the conclusions of a major multiyear [review](#) (which we conducted from 2017 to 2019) of efforts by the UN and its partners to operationalize the triple nexus. The review, which continues to be widely referenced, including in the secretary-general’s most recent report on peacebuilding and sustaining peace, draws on examples from more than twenty countries to illustrate ways that HDP actors can work together to sustainably improve living conditions among crisis-affected communities while collectively addressing the risks and inequities that draw people into crisis in the first place.

The pandemic has reinforced the necessity (and difficulty) of such collaborative action, given its interlocking health, humanitarian, economic, and political repercussions. Building on our prior work, in 2020 and 2021 CIC has focused on illustrating the new challenges and opportunities facing HDP actors at the global and country levels.

In the initial phase of the pandemic, the program produced [commentary on the UN’s global pandemic-response plans](#). Together with CIC’s Prevention and Peacebuilding program, the humanitarian program conducted interviews, provided advice, and organized a set of dialogues among HDP actors on the challenges of mainstreaming conflict sensitivity in humanitarian and development interventions. With a group of experts, we drafted “[Principles of Protection for Migrants, Refugees, and Displaced Persons during COVID-19](#),” a document that has now been signed by more than one thousand legal scholars and cited in the secretary-general’s [Policy Brief: COVID-19 and People on the Move](#). Building on these principles, the program recently launched an initiative with CIC’s Pathfinders for Justice program aimed at improving displaced persons’ access to justice and equal treatment in host countries/communities, in line with human rights norms.

In addition to these global initiatives, the program has also been closely engaged in specific countries. In Bangladesh, we partnered with BRAC and UN Women to conduct a large-scale survey of Bangladeshi migrant workers, who fled en masse from cities to rural areas when the country locked down. The survey revealed a number of alarming trends—a surge in child marriages, a fall in remittances far beyond official estimates, skyrocketing debt levels, a mounting mental health crisis, and growing pressure on public services in rural areas—that require a multidimensional response. These and other findings have provided a basis for ongoing conversations with senior government officials about what such a response can and should entail. The program has also focused closely on MENA countries: it has produced analyses of evolving humanitarian, economic, and political dynamics in protracted conflicts such as those in Syria (including analyses of [Idlib](#) and [Syrian prisons](#)) and [Yemen](#). Building on these analyses, CIC has partnered with UNESCWA and the Peace Research Institute Oslo (PRIO) to produce a broader assessment of [evolving HDP-nexus dynamics in seven conflict-ridden Arab countries](#). This line of work is feeding into bilateral and regional dialogues with governments and their multilateral partners—including several in the run-up to the International Conference on Least Developed Countries, to take place in Doha in early 2022.

In 2021–23, the program will maintain its focus on supporting collaborative action across the HDP nexus by deepening existing avenues of work while also calling attention to new vectors of instability. Priorities for the coming period may include the following:

- Working with humanitarian actors to monitor the rising confluence of macroeconomic risks confronting crisis-ridden countries and the ways these are translating into hunger shocks and political grievances
- Supporting national public institutions in the MENA region to integrate humanitarian and peacebuilding concerns into recovery and development strategies and to put in place robust risk-monitoring systems in collaboration with the UN and CIC’s MENA program
- Engaging local health care actors in Yemen on ways the international system could more effectively and sustainably support their work and build local capacity over time
- Working with policy makers in Bangladesh and elsewhere to address the distinct vulnerabilities that returnee migrants and their families face in the context of COVID-19-induced reverse migration
- Continuing to support UN agencies to mainstream conflict sensitivity in humanitarian and development operations in partnership with CIC’s Prevention and Peacebuilding program
- Analyzing internal and cross-border displacement dynamics in countries undergoing transitions (for example, Afghanistan, Colombia) and providing recommendations for mitigating these dynamics
- Supporting efforts to improve displaced persons’ access to and receipt of justice and equal treatment in host countries/communities in partnership with CIC’s Pathfinders for Justice program
- Engaging with bilateral donors and IFIs to identify opportunities for shifting toward more flexible, localized, and long-term funding for protracted crises

*Target audiences:* Our target audiences will continue to include governments and local civil society in humanitarian-crisis-ridden countries; UN agencies at both the headquarters and country levels; development actors such as the World Bank; peacebuilding actors; bilateral donors; and affected communities.

Relevant outcomes	Outputs in year 1 (2021–22)	Outputs in year 2 (2022–23)
<b>Outcome 1</b> More effective collective action at the country level	Arrange for country visits and local partnerships in two to three crisis-ridden countries to analyze crosscutting risks (such as	Arrange for country visits and local partnerships in two to three countries, including at least one country visited

<p>to address both immediate humanitarian needs and longer-term development and peacebuilding challenges; a deeper understanding of the linkages (and tensions) between the humanitarian, development, and peacebuilding spheres</p>	<p>displacement, hunger, and the conflict-climate nexus) and identify opportunities for collectively mitigating these, with a particular emphasis on working with and through national and local systems.</p> <p>Produce two to three publications on key challenges emerging from country experiences and on potential solutions in order to facilitate policy innovation and learning across countries.</p> <p>Organize two to three convenings of national and international actors to share best practices on operationalizing the HDP nexus, with a particular emphasis on national and regional approaches.</p> <p>Provide on-demand policy advice and technical support to country teams, host governments, and donors at the country level as they strengthen the HDP nexus.</p>	<p>previously, to continue documenting progress among HDP actors in reducing risks and vulnerabilities.</p> <p>Produce two to three related publications, including one compilation of best practices.</p> <p>Create a repository for data, studies, policies, and other information relevant to the triple nexus in partnership with the UN or civil society actors.</p> <p>Prepare on-demand policy advice and technical support to country teams, host governments, and donors as they strengthen the nexus.</p>
<p><b>Outcome 2</b> Progress at the global and regional levels in integrating the nexus into relevant governance, policy-making, and financing processes, such as the Common Agenda, the International Conference on LDCs, Financing for Development efforts, and processes stemming from the Global Compact on Refugees and Global Compact on Migration</p>	<p>Organize one to two convenings to discuss governance and policy gaps relevant to protracted crises (such as gaps related to the management of climate-induced displacement).</p> <p>Organize one to two technical workshops for UN staff on opportunities for and barriers to greater policy coherence at the interagency level.</p> <p>Arrange one to two meetings with donors and IFIs to identify promising ways of adapting funding to better support HDP-nexus approaches.</p> <p>Continue to participate in relevant multilateral, NGO, and academic policy forums.</p>	<p>Organize one global retreat to take stock of progress on the HDP nexus.</p> <p>Arrange one meeting of regional organizations and one meeting of member states to discuss opportunities and challenges for strengthening collaboration at the regional/subregional and national/interministerial levels.</p> <p>Prepare one mapping of the existing global and regional policy landscape as they relate to the HDP nexus; identify remaining gaps.</p> <p>Continue to participate in relevant multilateral, NGO, and academic policy forums.</p>

*Pathfinders for Peaceful, Just and Inclusive Societies*

[Pathfinders for Peaceful, Just and Inclusive Societies](#) (Pathfinders) is a member-state-led, multistakeholder partnership that works to accelerate the achievement of the SDG targets for peace, justice, and inclusion (SDG16+). Pathfinders was cofounded by and is hosted by CIC. It acts as a platform and a docking station for people working on SDG16+ by bringing together thirty-nine countries, international organizations, global partnerships, and civil society networks. Following the launch of the Roadmap for Peaceful, Just and Inclusive Societies ([2019](#)), Pathfinders has acted as a platform for action based on a program with three principal components: supporting national ambition, coherence, results, and reporting; strengthening strategies,

momentum, and political will at the international level; and shaping debates and mobilizing action in the areas of justice, inclusion, and violence prevention. The pandemic's devastating impact on peace, justice, and inclusion has underlined the importance of working to achieve the SDG16+ targets and of mobilizing to demonstrate measurable change and results ahead of the second SDG Summit in 2023.

Increasing political ambition at the international level and mobilizing powerful, solution-oriented advocacy and communications will continue to be priorities in 2021–23 as we work to accelerate SDG16+ delivery. We will strengthen our UN engagement, expand, and deepen our UN-mission relationships, and help the Pathfinders countries, cities, partners, and champions shift to people-centered policies, change public narratives, and strengthen the global movement for peace, justice, and inclusion. This will be all the more critical in the recovery from the pandemic. CIC will make “building back better” the cornerstone of our contribution. We will work with our growing network of global partners to identify solutions, best practices, and future priorities after identifying gaps in research and implementation that require additional substantive support and financing strategies. The Pathfinders team at CIC is available to undertake six missions during 2021–23 at the request of Pathfinders countries (depending on pandemic recovery). In addition to in-person visits, we will work with local partners to inspire and promote national action to achieve the SDG16+ goals. We will intensify efforts to support learning and cooperation between countries, including through increased engagement with regional platforms.

The Roadmap for Peaceful, Just and Inclusive Societies proposed to mobilize commitments to reduce global violence. In recent years, we have published research on forecasts for conflict and violence and on how violence can be reduced and arms control and SDG16.1 implemented. We have consulted widely with partners to explore the potential for increased commitment to violence reduction, disarmament, and small-arms control; and we have engaged in larger Wilton Park discussions (in 2020) with key experts on how to advance the movement to halve global violence. Cities have also stepped up by mobilizing [Peace in Our Cities \(PiOC\)](#) (launched in late 2019). We will now establish a taskforce to halve global violence (mid-2021) and move toward publicly launching (in late 2021) the movement to halve global violence with the aid of networks, partnerships, and considerable interest from key countries. We will communicate our commitment to halve global violence at the [Peace One Day event](#) in September 2021. We will also continue to scale up support for the PiOC platform. In addition, the programming, capacity development, and advocacy support for the members of the [Gender Equality Network for Small Arms Control](#) (GENSAC), for which we serve as a secretariat, will be further expanded. Both initiatives will be integrated into our broader efforts to halve global violence by 2030.

The [Task Force on Justice](#), chaired by ministers from Argentina, the Netherlands, and Sierra Leone, and the Elders, took up Pathfinders' grand challenge on justice. Its [Justice for All report](#) (2019) sets out a new vision and concrete recommendations for shifting toward people-centered justice. The Pathfinders for Justice program (2020–23) is implementing the action agenda set by the Task Force on Justice by bringing justice partners together to close the justice gap, and it is promoting measurable improvements in justice in countries from all regions and in all income groups. [Three recent Justice in a Pandemic briefings](#) provide guidance for justice leaders as they navigate the impacts of the pandemic, with a specific focus on the public health emergency, the economic crisis, and the social contract in peril respectively. Pathfinders will play an ongoing role as a platform for implementing SDG16's promise to provide equal access to justice for all, with the aim of demonstrating measurable change by the second SDG Summit in 2023. The program will continue to drive the development and implementation of national strategies and plans for providing justice for all. Building on the pre-pandemic launch



of Pathfinders' [shared strategy](#) in early 2020, a group of partners continue to align their efforts for people-centered justice through the [Justice Alliance](#). In this context we will continue to work closely with partners such as the OECD, OGP, HiIL World Justice Project, Cordaid, UNDP, UNODC, UN Women, the World Bank, and IDLO to support national justice leaders. In April 2021, sixteen ministers from a diverse group of UN member states, who will be part of the [Justice Action Coalition](#), expressed renewed [political commitment](#). With these collaborations, the path is set for a growing movement for people-centered justice that aims primarily to promote action at the national level to resolve and prevent people's justice problems, to promote contributions toward economic recovery from justice actors, and to promote the building of societies that are fair and inclusive.

Pathfinders' [third grand challenge](#) links the focus on inclusive societies in SDG16+ with SDG10's focus on reducing inequality within and among countries. Rising inequality and exclusion are fueling profound economic, social, and political grievances and contributing to global instability. The pandemic has shed further light on the vulnerability of current systems in all countries and has resulted in greater demand for action to tackle inequality and exclusion: [two-thirds of people in global polls](#) say that the pandemic has made them more aware of inequality and that they want to see bolder policies to address it. In the next phase, the grand challenge will proceed with [research](#) and discussions of practical and politically viable policy options. This will be undertaken with the guidance of the Advisory Council steering group, which will be convened by Sweden along with Tunisia, Indonesia, the Republic of Korea, and other interested countries and will include representatives from the UN, the WB, the OECD, Civicus, Oxfam, and other civil society and multilateral actors. Outreach and consultations, including at the UN High-Level Political Forum and [General Assembly High-Level Week](#), and annual meetings of IFIs and the Commission on the Status of Women will also be conducted. Based on a framework of [redistribution and recognition](#), the research will culminate in a comprehensive report in 2021 focusing on political inclusion, fiscal compromise, the future of work and building shared assets, spatial inclusion and housing, social protection and social services, and addressing the links between group-based and generalized inequality. We will work with Pathfinders member states to consider how the Advisory Council could transform in 2022 into a more formalized and longer-term multistakeholder platform that champions the equality and inclusion agenda in line with the UN secretary-general's Decade of Action 2021–2030.

Relevant outcome	Outputs in year 1 (2021–22)	Outputs in year 2 (2022–23)
<p><b>Outcome 1</b></p> <p>International delivery: Build on the roadmap through strategic alliances with UN agencies and member states.</p>	<ul style="list-style-type: none"> <li>● Expand and deepen relationships with Pathfinder countries; strategically engage at least ten additional states as members.</li> <li>● Produce the annual Pathfinder publication on peace, justice, and inclusion in 2022.</li> <li>● Deepen strategic engagement and partnership with the broader SDG16+ community, including by issuing a joint statement with over ninety partners on how to accelerate action in pursuit of peace, justice, and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to promote the SDG16+ goals and targets and their role as means of enacting the 2030 agenda.</li> <li>● Expand and deepen relationships with Pathfinder countries; strategically engage five additional member states.</li> <li>● Produce the annual Pathfinders publication on HLPF 2023 to showcase progress on SDG16+ and country actions.</li> </ul>

<p><b>Outcome 2</b></p> <p>Advocacy and communications: Build on the roadmap and grand challenges to strengthen strategies, momentum, and global movement for peace, justice, and inclusion.</p>	<ul style="list-style-type: none"> <li>• Work with the SDG16+ community to develop and implement a joint strategy to accelerate action on and implementation of SDG16+ targets.</li> <li>• For HLPF 2022, bring together multistakeholder campaigning partnerships for achieving SDG16+, SDG10, and other goals.</li> <li>• Continue updating and expanding Pathfinders' virtual presence and communications content to reach a broader public audience.</li> <li>• Identify and feature SDG16+ leaders in the <i>Champions of Change</i> series.</li> <li>• Expand media coverage, including by placing opinion pieces and engaging more with traditional media.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue an SDG16+ Global Community strategy with a vision of joint action led by Global Alliance, UNDP, TAP Network, WFUNA, and Pathfinders and expanding engagement in the Global South.</li> <li>• Engage new strategic partners to mobilize for SDG16+ priorities across new sectors or audiences and strengthen linkages to all seventeen SDGs.</li> <li>• Launch a more interactive online knowledge hub and expand hosted partner content, including guest blogs and interviews on the Pathfinders website.</li> <li>• Expand SDG16+ Champions of Change showcasing one hundred leaders from all backgrounds working for SDG16+.</li> <li>• Expand media coverage, including by placing opinion pieces and engaging more with traditional media.</li> </ul>
<p><b>Outcome 3</b></p> <p>Pathfinders for Justice: Increase national action on people-centered justice to implement SDG16.3 faster; provide more cohesive international support on data, evidence, innovation, and financing; and support an empowered movement for justice for all.</p>	<ul style="list-style-type: none"> <li>• Strengthen political and financial support for people centered justice</li> <li>• Build a network for national practitioners</li> <li>• Launch and grow the Justice Action Coalition</li> <li>• Continue to disseminate the <i>Justice for All</i> report and promote people-centered justice in at least six events at the international and national levels, supported by the <i>Justice in a Pandemic</i> briefings.</li> <li>• Grow the justice alliance, a multi-stakeholder alliance of justice partners</li> </ul>	<ul style="list-style-type: none"> <li>• Organize convenings of national justice leaders in regional and thematic gatherings on people-centered justice, and support partners seeking to organize similar meetings.</li> <li>• Organize a Justice for All Ministerial level summit</li> <li>• Engage Pathfinders countries (and others) on people-centered justice and promote the development of national strategies and plans to provide access to justice for all.</li> <li>• Continue support for g7+ direct country engagement</li> </ul>

	<p>to increase ambition of and collaboration among partners.</p> <ul style="list-style-type: none"> <li>• Work with partners to strengthen support to national strategies and plans, including with Netherlands MFA and USAID</li> <li>• Commission the Rule of Law Collaborative’s direct engagement with Sierra Leone and Liberia in the context of the g7+</li> <li>• Work closely with Open Government Partnership on outreach and reporting of National Action Plans</li> <li>• Continue to partner on COVID-19 Grassroots Justice Fund and support the mobilization of resources for grassroots legal empowerment efforts</li> <li>• Continue workstreams on Justice for Women, Justice for Children and Justice for Refugees</li> <li>• Promote, maintain and build new opportunities to amplify the campaign of people centered justice through partnership with Global Citizen, publications and other public facing moments</li> </ul>	<ul style="list-style-type: none"> <li>• Support the inclusion of justice commitments in OGP National Action Plans, and collaborate with the justice coalition within OGP.</li> <li>• Plan around SDG Summit 2023, including identifying strategic opportunities to identify action and track SDG16.3 data</li> <li>• Continue workstreams or campaigns on justice for women, justice for children, and justice for refugees and on the role of informal justice actors.</li> <li>• Contribute to an emerging global movement on justice for all through political and grassroots advocacy.</li> </ul>
<p><b>Outcome 4</b> Grand challenge on inequality and exclusion: participating national actors pursue some of the “comprehensive menu of policy options” to promote and link economic inequality and inclusion of historically disadvantaged groups; multilaterals incorporate new approaches in their own programs; participating actors pursue an agreed-upon set of policies that require international collective action; lessons from Pathfinder countries inspire others to act</p>	<ul style="list-style-type: none"> <li>• Organize successful high-level launch event for the <i>I and E Flagship Report</i> at UNGA 2021, attended by high-level political actors and leading global experts.</li> <li>• Promote the findings and recommendations through at least four customized regional and country events and launches and through participation in at least ten key events convened by others (IFI annual and spring meetings, CSW, HLPPF, civil society, and bilateral events).</li> <li>• Undertake four country visits or work with local partnerships to embed policy framework and ideas in partner countries.</li> <li>• Offer tailored support to at least two participating countries to assist in implementing emerging policy solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Publish a report on a comprehensive menu of policy options at UNGA 2021</li> <li>• Build a long-term multistakeholder platform that supports action on inequality and exclusion at the national and international levels; hold at least two meetings (either in person or virtual).</li> <li>• Undertake at least six country visits with local partnerships to continue to disseminate a policy framework and solutions.</li> <li>• Develop a prospectus for funders to entice more grants.</li> <li>• Expand the number of partner countries implementing solutions to at least six.</li> </ul>

	<ul style="list-style-type: none"> <li>● Expand and deepen relationships with Grand Challenge civil society, institutional, and multilateral partners, through at least two joint workplans or joint advocacy campaigns.</li> <li>● Set out a new permanent platform for action on inequality and exclusion; recruit at least two new countries; lay out the next stage of the work to try policies and see measurable impact across policies that result in highly visible change; build solidarity; and secure government credibility.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide ongoing advice on and evaluation of all relevant policies being tried.</li> </ul>
<p><b>Outcome 5</b></p> <p>Movement to halve global violence: increased ambition and political will for a “new normal” in which leaders take responsibility for achieving significant, sustained, and measurable reductions in violence, facilitated by the HGV Task Force and coalition</p>	<ul style="list-style-type: none"> <li>● Organize the second and third Taskforce on Halving Global Violence meetings, and organize events on the sidelines of HLPF 2022 and Peace One Day 2021.</li> <li>● Consolidate and disseminate the political and research priorities for the HGV initiative.</li> <li>● Work toward the UNSG goal of halving violence by adopting the HGV’s parameters and narrative.</li> <li>● Develop a violence-monitoring dashboard to track progress.</li> <li>● Publish and disseminate research: up to two/year action-oriented research in all key areas (HGV, PiOC, GENSAC).</li> <li>● Hold the Peace One Day event virtually in September 2021, with a public announcement of the HGV Task Force</li> <li>● Grow and diversify GENSAC membership while ensuring high levels of engagement and support, including by organizing the second annual GENSAC conference, providing training, and continuing to execute the research strategy.</li> <li>● Increase PiOC to twenty-five cities. Work with PiOC co-conveners to execute the ongoing advocacy, research, and capacity-building efforts.</li> <li>● Continue the collaboration with the CIC peacebuilding team on research and on UN and mission-outreach programs.</li> </ul>	<ul style="list-style-type: none"> <li>● Organize the fourth and fifth Taskforce on Halving Global Violence meetings and Peace One Day 2022.</li> <li>● Publish the final task force flagship report with key recommendations to the global community and the UN.</li> <li>● Work on consolidating and launching the violence-monitoring dashboard.</li> <li>● Publish and disseminate research: up to two/year action-oriented research in all key areas (HGV, PiOC, GENSAC).</li> <li>● Host Peace One Day event in 2022 to spotlight the HGV Task Force.</li> <li>● Organize a consolidated, expanded, active, and impactful GENSAC, energized by its third annual conference, with the ability to deliver robust capacity-building and training support to its members.</li> <li>● Significantly expand the PiOC network (to forty members) and set concrete violence-reduction targets as the goal.</li> </ul>

## 4. Regional and country programs

### *Congo Research Group*

The [Congo Research Group](#) (CRG) was founded in 2015 to promote rigorous, independent research on the violence that affects millions of Congolese people. Today our research aims to explain the complex interplay among violence, politics, and political economy in the DRC to a wide audience, to promote debate on policy solutions, and to empower Congolese voices. Our [earliest reports](#) examined in detail the [complex motives behind a series of gruesome massacres](#) in northeastern Congo. Others have scrutinized [the wealth of President Laurent Kabila’s family](#), the [politics behind the massive Inga dam project](#) on the Congo River, and the [rigging of the 2018 elections](#).

Our [Kivu Security Tracker](#) (KST)—which we manage together with Human Rights Watch—provides a web-based, regularly updated mapping of armed groups and violent incidents in the provinces of North and South Kivu through a network of dedicated focal points. This is supplemented with weekly [blog posts](#), investigative reports, and profiles of armed groups in the [provinces](#) of [Ituri](#), [Kasai](#), and [Kivu](#).

Over the past two years, CRG has conducted research on the Ebola response in North Kivu and the impact this has had on conflict dynamics and governance. We have published two reports on this, on its [impact](#) on how Congo and its foreign partners structure and pay for health care, and on how the massive spending on the epidemic perversely fed into the dynamics of violence.

In 2020 CRG launched a new project on political accountability, governance, and the state in the DRC called Mukalenga wa Bantu. This project includes an online parliamentary tracker called Talatala (“the mirror”), launched in March 2021. This tracker draws on coverage of the national assembly by CRG researchers and is publishing for the first time a comprehensive tracking of bills as they pass through the legislative system. Eventually it aims to include data on how each MP votes and their attendance in the lower chamber. In 2021 CRG will begin a similar online tracker of the government’s promises on reforms in the key sectors of security, corruption, elections, and the judiciary. To bolster accountability and public debates, CRG is also partnering with Congolese polling firm BERCI on a series of public opinion polls in the runup to the 2023 elections. The first of these polls was published in July 2021. This project will also publish multiple reports on accountability within key institutions (political parties, civil society organizations, and citizen movements) and regular [blog posts](#) and [podcasts](#) designed to stimulate public debate within the DRC. In June 2021, it held its first public forum in Kinshasa, which was attended by parliamentarians, civil society, and donors, to debate electoral reforms.

The Congolese economy is extremely important to every aspect of the country’s political system, and CRG is increasingly investing in research on economic governance. In May 2021, it published a report on the country’s aviation authority and a controversial airport tax the government has been collecting; the report revealed a lack of transparency regarding this tax and revealed the use of the agency as a means of patronage. In coming months, it will publish a report on tax exonerations, through which up to a quarter of state revenue is lost.

Outcome	Outputs in year 1 (2021–22)	Outputs in year 2 (2022–23)
<p><b>Outcome 1</b></p> <p>More detailed understanding of the dynamics of armed violence in the Uele, Kasai, and Kivu regions through innovative ways to</p>	<p>KST</p> <ul style="list-style-type: none"> <li>Redesign and maintain the KST website.</li> <li>Publish monthly reports, blog posts, and maps.</li> <li>Publish a map of armed groups.</li> </ul>	<p>KST</p> <ul style="list-style-type: none"> <li>Maintain the KST website.</li> <li>Publish monthly reports, blog posts, and maps.</li> </ul> <p>Publish a map of armed groups.</p> <ul style="list-style-type: none"> <li></li> </ul>

<p>monitor and analyze violence</p>	<p>Utafiti ya Amani</p> <ul style="list-style-type: none"> <li>• Publish four blog posts on political and security dynamics in the provinces of Haut-Uele and Bas-Uele.</li> <li>• Publish one thematic report on political and security dynamics in the provinces of Haut-Uele and Bas-Uele.</li> <li>• Publish two thematic reports on conflict dynamics in eastern Congo.</li> </ul> <p>Kwetu Kundela</p> <ul style="list-style-type: none"> <li>• Publish a report on customary authority in Kasai (possibly August 2021).</li> <li>• Publish a briefing note on the impact of COVID-19 in the Kasai region.</li> <li>• Publish a briefing note on security in the Kasai region.</li> </ul>	<p>Utafiti ya Amani</p> <ul style="list-style-type: none"> <li>• Publish four blog posts on political and security dynamics in the provinces of Haut-Uele and Bas-Uele.</li> <li>• Publish one thematic report on political and security dynamics in the provinces of Haut-Uele and Bas-Uele.</li> <li>• Publish three thematic reports on conflict dynamics in eastern Congo.</li> </ul>
<p><b>Outcome 2</b></p> <p>Promoting reform and accountability of Congolese institutions</p>	<p>Mukalenga wa bantu</p> <ul style="list-style-type: none"> <li>• Maintain and update the <a href="#">Talatala</a> tracker.</li> <li>• Hold three town halls on governance in the DRC and a town hall on governance.</li> <li>• Publish three thematic reports on spaces of civic mobilization in the DRC (in particular, political parties and civil society).</li> <li>• Publish regular blog posts (“Ebuteli”) on Congolese politics.</li> <li>• Publish weekly audio clips analyzing Congolese current events.</li> </ul>	<p>Mukalenga wa bantu</p> <ul style="list-style-type: none"> <li>• Maintain and update the Talatala tracker.</li> <li>• Hold three town halls on governance in the DRC.</li> <li>• Publish two thematic reports on spaces of civic mobilization in the DRC (in particular, political parties and civil society).</li> <li>• Publish regular blog posts (“Ebuteli”) on Congolese politics.</li> <li>• Publish weekly audio clips analyzing Congolese current events.</li> <li>• Publish an analysis (with a case study) of the relationship between provincial and national political dynamics.</li> </ul>
<p><b>Outcome 3</b></p> <p>Political economy and peacebuilding</p>	<p>Mwangaza II</p> <ul style="list-style-type: none"> <li>• Publish a policy brief on governance and the extractive sector in the DRC.</li> </ul> <p>CNPAV</p> <ul style="list-style-type: none"> <li>• Publish, in August or September 2021, a thematic report on tax exonerations.</li> <li>• Publish an investigation (with a local NGO) of land tenure in eastern Congo in the form of three blog posts and</li> </ul>	<p>Mwangaza V</p> <ul style="list-style-type: none"> <li>• Produce an analysis of the political economy of the Congolese timber industry.</li> </ul>

	one in-depth report by the end of 2021.	
<p><b>Outcome 5</b></p> <p>A better understanding of the Ebola response’s impact on conflict dynamics, local economies, and health infrastructure in North Kivu</p>	<p>Nani Mponyaji</p> <ul style="list-style-type: none"> <li>• Publish reports (August or September 2021, and December 2021) on the impact of the Ebola response on conflict dynamics in North Kivu and on the political economy of the Ebola response.</li> <li>• Publish an interactive map on Ebola-related incidents of violence.</li> <li>• Publish a note on recommendations for sensitization strategies for Ebola and other pandemics.</li> </ul>	<ul style="list-style-type: none"> <li>• The project was delayed for several reasons but is now underway. The first report was released in September 2020, the second in August 2021, and the third will be released before the end of 2021.</li> </ul>

*Middle East and North Africa region*

The aims of our work in the MENA region are to contribute, through selected country engagements, to CIC’s overall goals of preventing new crises and promoting peace, justice, equality, and inclusion. The program began in late 2015 with a focus on a [rights-based approach to prevention](#), in this case prevention of violent extremism (PVE). CIC’s engagement on PVE has included supporting the Tunisian government on whole-of-government responses and collaborating with UNDP to review Jordan’s draft PVE strategy (2017); with UNU to assess the response to violent extremism in [Iraq](#) (2018); with ESCWA to understand the risk factors that might lead to the [reemergence of violent extremism in northeastern Syria](#); and with UNOCT to respond to a request from the League of Arab States to develop a new plan of action to counter terrorism and violent extremism. [The appointment](#) of CIC’s lead in the MENA program to the UN Syria Commission of Inquiry has led our MENA program to focus on [Syria](#), in particular by providing supportive analysis of how to improve justice outcomes for victims and survivors. This work has included an ongoing partnership with the International Center for Transitional Justice. Our advocacy has used the CIC-ICTJ joint report on [detentions in Syria](#) to spur the Human Rights Council (HRC) to pass a resolution. Follow-up advocacy by CIC has focused on the issue of the missing/disappeared in Syria; CIC’s lead (as a member of the Col) has addressed EU and EP meetings in Brussels; HRC member states in Geneva; and advisory meetings involving ICRC, IOM, OHCHR and Syrian actors in a number of locations. Tangible outcomes include having established in March 2021 a coalition of Syrian families of detainees and disappeared persons as well as having written [a charter](#) defining their work and a [position paper on the issue of missing persons](#). The program also advised the UN Fact Finding Mission on Libya.

Key activities on Syria in 2021–23 will include publishing the Syria civil documentation policy paper examining the challenges facing IDPs in Syria who lack civil documents and outlining policy recommendations; continuing to advocate an international mechanism concerning missing persons; and increasing our focus on the challenges surrounding the issue of ensuring safe, dignified, and durable return for Syrian refugees and IDPs and the issues surrounding housing, land, and property rights. More broadly, the MENA program will continue to seek to expand its collaboration with CIC’s humanitarian program by examining the potential for a risk-monitoring system to integrate humanitarian, economic, political/governance, justice, and climate risks to inform national and multilateral prevention and early-warning systems. In the justice area, the MENA program will seek to strengthen

such responses by reviewing the reliance on transitional justice approaches in Iraq, Libya, Syria, and Yemen and developing policy guidance on the effectiveness of such approaches during and after conflict situations.

Relevant outcome	Outputs in year 1 (2021–22)	Outputs in year 2 (2022–23)
<p><b>Outcome 1</b></p> <p>Improved justice outcomes for victims and survivors in Syria</p>	<ul style="list-style-type: none"> <li>• Prepare two policy briefs (likely on issues of civil documentation, missing persons, HLP rights, and TJ).</li> <li>• Consult and hold meetings/webinars (at least two) with experts in preparation for the policy briefs.</li> <li>• Organize advocacy events related to the policy briefs (at least two).</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare two policy briefs on justice-related issues.</li> <li>• Consult and hold meetings/webinars (at least two) with experts in preparation for the policy briefs.</li> <li>• Organize advocacy events related to the policy briefs (at least two).</li> </ul>
<p>An understanding of the potential for a risk-monitoring system for the MENA region that would integrate humanitarian, economic, political/governance, justice, and climate risks — particularly in recently conflict-ridden countries such as Syria, Iraq, Yemen, and Libya</p>	<ul style="list-style-type: none"> <li>• Research and produce at least two policy briefs, beginning with a focus on Syria and Yemen.</li> <li>• Consult and hold meetings/webinars (at least two) with experts in preparation for the policy briefs.</li> <li>• Organize advocacy events related to the policy briefs (at least two).</li> </ul>	<ul style="list-style-type: none"> <li>• Research and produce at least two further policy briefs that likely will cover Libya and Iraq.</li> <li>• Consult and hold meetings/webinars (at least two) with experts in preparation for the policy briefs.</li> <li>• Organize advocacy events related to the policy briefs (at least two).</li> </ul>

## 5. Risks and risk mitigation

Our last annual strategy update noted that CIC’s programs, staff, and budget are growing, with the growth driven by more demand for action on the areas of our core mission. In 2021 our budget was the same as the previous year’s, but the composition changed to reflect less travel and more engagement with local partners. We have new commitments for 2021–23.

CIC benefits from New York University’s strong financial systems: the university is responsible for managing a budget of over USD 4 billion per year. Links to NYU’s fiduciary guidelines and related policies are shown in the footnote below<sup>2</sup>. CIC therefore does not see significant fiduciary risks in the period of this business plan. The speed of processing contracts and extracting the required management and donor reporting information from

<sup>2</sup> <https://www.nyu.edu/content/dam/nyu/sponsoredPrgmsAdmin/documents/SPA-Post-Award-Handbook.pdf>  
<https://www.nyu.edu/about/policies-guidelines-compliance/compliance.html>  
<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/financial-affairs.html>  
<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/effort-reporting-policy-for-sponsored-programs.html>  
<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/academic-conflict-of-interest-and-conflict-of-commitment.html>



NYU's systems remains challenging however. We continue to strengthen our institutional systems to support more activity, and performance remains a priority.

In 2020–21, CIC recruited a new manager of administration and a grants manager. We will be welcoming a new director of finance of operations. We have implemented a partial return to the office this financial year, with a full return under a hybrid model expected in September–October 2021. In the coming year we want to accomplish the following:

- Build on the new budget system to continue to make good use of data (including by creating better synchronization with NYU's systems), to provide timely and accurate input into CIC's financial reporting, and to support short- and long-term strategic decision making.
- Create new and strengthen existing internal business processes through increased collaboration with our NYU business partners, through process documentation and staff training to support streamlined recruitment, through consultant and vendor onboarding and timely payments, and through grant management and reporting.
- Continue strengthening diversity and inclusion initiatives across CIC, including staff and managerial support through training people and providing access to resources, with an additional focus on evaluating and supporting all staff and CIC affiliates in the workplace with the return to the office under a hybrid model.

## 6. Communications

Having focused on building an institutional brand identity for the last several years, CIC is ready to move to the next level by cultivating an enhanced communications capacity and visibility as a thought leader in the multilateral space on preventing conflict and crises and on building peaceful, just, and inclusive societies.

**Coordinated external media-relations strategy:** A primary objective of CIC's communications efforts will be to develop an institutional media strategy and presence and a more strategic approach to media outreach and visibility across all CIC programs. We will also seek to raise the profile of key CIC staff as notable voices in their respective areas of expertise through interviews and editorials.

**Increased collaboration between Pathfinders and other departments of CIC:** A core component of CIC's efforts to expand its capacity and public visibility will include closer collaboration and coordination with its largest hosted initiative, the Pathfinders for Peaceful, Just and Inclusive Societies.

In 2021, Pathfinders launched its new communications strategy to support the achievement of the goals of Pathfinders' overall program objectives. At a glance, Pathfinders' communications goals include the following:

- Expanding its target audiences in order to support efforts to mobilize a wider public
- Transforming its overall voice and tone to become more accessible to public audiences
- Focusing attention on building its media reach and coverage
- Building a broader and more sophisticated set of communications tools and digital channels

**New websites for CIC and Pathfinders:** Both CIC and Pathfinders will be developing new websites that will elevate and enhance their institutional and programmatic brands as well as providing key resources (publications, tools, blog posts, program landing pages, event calendars, to name just a few) for visitors.

**Expanded communications staffing:** In addition to its current communications staff (CIC institutional and Pathfinders), CIC will hire an associate director for external relations and media. This individual will play a leading role across all strategic communications initiatives for CIC and partner programs, with particular attention to

Pathfinders. The associate director will work with the communications team to mold CIC’s institutional media strategy and will be responsible for building and executing a dedicated outreach strategy to traditional media.

**Greater staff capacity:** CIC will continue to build its staff’s communications professional development skills by seeking internal and external resources on topics such as public speaking, editorial writing, social media, and media relations.

## Annex 1: Progress to date and results 2020-21

Key outcomes in 2020-2021 together with the CIC activities and products that supported them include:

### Thematic programs

#### Multilateral reform

Relevant outcome	Outputs Year 1: 2020-2021	Actual outputs/ results to date
<p><b>Outcome 1</b></p> <p><i>Strong member state and civil society action, even if in small “coalitions of the willing” to support multilateralism in the year of the seventy-fifth anniversary</i></p>	<ul style="list-style-type: none"> <li>At least eight commentaries produced on the scope for collective action and promoting multilateralism in COVID-19 recovery</li> <li>Support to at least two member state-driven events on collective action in COVID-19 recovery (UNGA and throughout year)</li> <li>Contribute to at least one member state driven collective statement supporting multilateralism in the context of UN75.</li> <li>Support to UNDS Funding Compact and, potentially, QCPR (format to be determined with UN counterparts).</li> </ul>	<ul style="list-style-type: none"> <li>Completed: CIC produced a range of <a href="#">commentaries</a> on needed multilateral action</li> <li>Completed: The program has also provided support to a number of relevant convenings, including: a <a href="#">meeting</a> hosted by the PGA on the achievements of multilateralism and the future of the UN, and the recent ECOSOC Integration <a href="#">Dialogue</a></li> <li>Completed: We have had a vigorous engagement with EOSG in support of the Common Agenda, including discussions on HDP issues involved in the UN75 declaration; in national and global aspects of the social contract; and in development and economic governance issues in the context of COVID-19 recovery. One of our key messages has been that all countries are now affected to some degree by HDP linkages, as COVID-19 has exacerbated inequality and exclusion and poses tensions on peaceful debate and the social contract.</li> </ul>

		<ul style="list-style-type: none"> <li>• Funding Compact was postponed but CIC contributed to the QCPR by providing language recommendations to Member State counterparts (Guatemala &amp; Switzerland).</li> </ul>
<p><b>Outcome 2</b></p> <p><i>Closer collaboration between the UN, WB and IMF on the links between COVID-19, macroeconomic pressures, and conflict risks</i></p>	<ul style="list-style-type: none"> <li>• Briefing of the WB and IMF on input report for Peacebuilding Architecture Review</li> <li>• At least two good regional or country-level discussions, producing action to further UN/WB/IMF collaboration on prevention and political/macroeconomic/ COVID-19 risks: focus on second round of COVID-19-related assistance</li> <li>• Input to World Bank revision of OP2.30, UN PBAR, and analogous processes at the Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Completed: CIC presented our work on strengthening approaches to conflict prevention at the UN and the IFIs, to a wide range of IMF senior leadership, missions chiefs and reviewers, chaired by Deputy Managing Director Antoinette Sayeh as an input to thinking in the IMF's new leadership team on conflict prevention and fragile states on November 13, 2020 It is also in the process of organizing a PR/EDs meeting</li> <li>• Completed: CIC held four country dialogues (Tunisia, Lebanon, Cote D'Ivoire &amp; Guinea)</li> <li>• Completed: CIC published five policy papers which were influential. CIC's advice has informed the 2021 vision of the HDP facility, especially on cultivating the IMF relationship; and where our work has generated demand for specialized briefings for UN staff from both DCO as well as the peace and security pillar (PBSO, DPPA, DPO)—as recommended in our papers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Joint research agenda launched with UN, WB, IMF, and Center for Global Development</li> <li>• UNWB session on lessons from International Development Association on results measurement for the UN funding compact</li> </ul>	<ul style="list-style-type: none"> <li>• Completed: CIC held a consultation meeting with CGD with forty participants from senior leadership in the UN and IFIs, including preparation (concept note, agenda, selecting participants and speakers, and undertake all logistics) and issuance of a <a href="#">report</a> of the meeting</li> <li>• Postponed. This discussion was postponed to 2021-22, in conjunction with the dialogue between UN senior leadership and senior officials from large donors.</li> </ul>
<p><b>Outcome 3</b></p> <p><i>Support the Secretary-General's proposal on gender parity as part of the broader gender equality agenda</i></p>	<ul style="list-style-type: none"> <li>• Launch of the new dashboard with the Governments of Qatar and Ghana</li> <li>• Other: ongoing data collection and analysis on senior appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Completed: <a href="#">Dashboard</a> was launched</li> <li>• Ongoing: Dashboard is being updated every quarter</li> </ul>

### Prevention and peacebuilding

Relevant outcome	Outputs year 1: 2020-2021	Actual outputs/results to date
<p><b>Outcome 1</b></p> <p><i>Strengthening the operationalization of the UN prevention agenda to support national upstream prevention efforts</i></p>	<ul style="list-style-type: none"> <li>• Conduct desk and field research in at least three countries to produce at least five evidence-based policy documents that will feed into political dialogues</li> </ul>	<p><b>Partially completed: Desk, field research, and policy documents:</b></p> <ul style="list-style-type: none"> <li>• Due to COVID-19 restrictions, no field trips were realized. Instead, more in-depth research has been done on Colombia and Bangladesh with local partners. Throughout the year, CIC gathered information through interviews and desk research on many different countries, including El Salvador, Kyrgyzstan, and Nigeria.</li> <li>• Partially completed. We produced 4 policy briefs 1) integrated violence prevention (across violent crime, violent extremism, and conflict), 2) on <a href="#">Mental Health and Psychosocial Support to Sustain Peace: 4 Areas to Explore for Improving Practice</a> 3) conflict sensitivity, and 4) <a href="#">Are we</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Provide technical assistance through at least four workshops to inform UN policies on the operationalization of prevention agenda, with particular attention to the HDP nexus approach in the COVID-19 response, MHPSS contributions to prevention, and the UNIFI relationship</li> </ul>	<p><a href="#">facing a wave of conflict in high-income countries?</a> (in collaboration with other programs).</p> <ul style="list-style-type: none"> <li>• In addition, we have produced 4 blog posts to feed into political dialogue 1) <a href="#">The Call for a New International Treaty to Improve Pandemic Response—an Opportunity to Foster Peace?</a> 2) <a href="#">Finding the Common Denominator: Member States and the Prevention Agenda in the 2020 Negotiations for the Peacebuilding Architecture Review</a> 3) a <a href="#">CIC Explainer: UN Debates on Sanctions during COVID-19 Era</a>, and 4) <a href="#">The New Secretary-General Report on Peacebuilding and Sustaining Peace: Prevention Back on the Agenda</a></li> <li>• Completed. Workshops to inform UN policies to operationalize the prevention agenda <ul style="list-style-type: none"> <li>○ 3 member state workshops: 1) two meetings to prepare member states to the peacebuilding architecture review negotiations: “Ahead of the negotiations: Background on the peacebuilding architecture and the 2016 twin resolutions on sustaining peace,” 2) a workshop on integrated violence prevention (across violent crime, violent extremism, and conflict)</li> <li>○ 3 UN expert-level workshops 1) on integrated violence prevention (across violent crime, violent extremism, conflict), gathered UN representatives in DPO, Joint-program, UN special representative for Violence Against children, UNWOMEN, EOSG, PBSO, UNDCO, UNDP, UNESCO, UNICEF, UNIDIR, UNOCT, UNODC, UNIDIR, PDAs, 2) a workshop for UN policy staff on conflict-sensitive approaches across the UN system (with the Humanitarian Crises program) 3) a follow-up workshop for UN staff on conflict-sensitive between policy departments and</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>Organize 1 member state event on good peacebuilding donorship to facilitate integrated approaches to prevention</li> </ul>	<p>operations (with the Humanitarian Crises program)</p> <ul style="list-style-type: none"> <li>Completed. Ongoing dialogue with a group of 20+ member states in NY and civil society organizations <ul style="list-style-type: none"> <li>Convened three meetings of a group of research/technical partners for Good Peacebuilding Financing; commissioned four papers from technical partners</li> <li>Contributed to two political events: a Director-General-level meeting of donor countries to discuss opportunities for Good Peacebuilding Financing, and a ministerial-level meeting at the Stockholm Forum, <a href="#">Peacebuilding Financing: Doing More, Doing Better.</a></li> </ul> </li> </ul>
<p><b>Outcome 2</b></p> <p><i>Innovative, data-driven approaches for strengthening peace operations and peacebuilding</i></p>	<ul style="list-style-type: none"> <li>2-4 workshops on data-driven approaches to peacebuilding, for example on data-driven approaches at the UN, early warning/early response, and leveraging predictive analytics for prevention; monthly virtual meetings of the Data for Peacebuilding and Prevention initiative</li> </ul>	<ul style="list-style-type: none"> <li>Completed: Held an international workshop in May 2021 on Early Warning/Early response [<a href="#">Conflict Early Warning/Early Action Practitioners Workshop</a>] with 1,000+ registered participants, 100+ speakers, and 35+ sessions, including participation cutting across civil society, multilaterals, government, and private sector (e.g., UN, the World Bank, ECOWAS, the EU, the Netherlands MFA, the German FFO, Facebook, Tableau Foundation, Hala Systems, Princeton University, International Crisis Group, The Sentinel Project, World Resources Institute, Danish Refugee Council, Kimetrica, Uppsala University, Peloria Insights, The Armed Conflict Location &amp; Event Data Project, Space4Good, Invisible Children, Virtual Research Associates, Peace Direct, and Omdena). <ul style="list-style-type: none"> <li>Cohosted a workshop in November 2020 with the UN and the World Bank on predictive analytics and compound risk, titled <a href="#">Monitoring Compound Risk in</a></li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Creating a community of practice to facilitate effective exchange and support among peacebuilding practitioners through 10-12 virtual meetings</li> <li>• Mapping of the ecosystem for data-driven approaches to peacebuilding and prevention</li> </ul>	<p><a href="#">the COVID-19 Era: Advances and Future Directions for Tracking Compound Risk.</a></p> <ul style="list-style-type: none"> <li>○ Cohosted a workshop in collaboration with the UN and ZIF in March 2021 on the future of peacekeeping and technology, in support of the new UN peacekeeping data strategy</li> <li>• Completed: Built a community of practice through 7 “Data for Peace Dialogue” and other virtual events, including hosted sessions at Geneva Peace Week 2020 and the <a href="#">Stockholm Forum 2021</a> as well as a video for <a href="#">PeaceCon</a>. The dialogues and other virtual events garnered 600( monthly + compound) participants through June 2021 as well as 740 views on its YouTube <a href="#">channel</a>. <ul style="list-style-type: none"> <li>○ Hosted one virtual capacity-building workshop with Datakind and practitioners from ten organizations from the Global South to build capacity on data-driven approaches to peacebuilding and prevention.</li> </ul> </li> <li>• Completed: 1 Ecosystem Mapping <a href="#">report</a> published; one <a href="#">digital map</a> of the D4P ecosystem launched</li> </ul>
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Humanitarian crises

Relevant outcome	Projected outputs 2020-2021	Actual outputs/results to date
<p><b>Outcome 1</b>  <i>More effective collective action on the ground to address both immediate humanitarian needs and longer-term development and peacebuilding challenges, and a deeper understanding of the linkages and</i></p>	<ul style="list-style-type: none"> <li>• Local partnerships/case studies/country visits in 2-3 countries, analyzing HDP actions in specific practical cases</li> </ul>	<ul style="list-style-type: none"> <li>• Completed: although country visits were regrettably not possible this FY, the program remained actively engaged at country level. For instance, we partnered with BRAC and UN Women in Bangladesh to survey migrant families, who have suffered disproportionately during COVID-19, and co-convened two policy dialogues with senior government officials and multilateral partners on the survey findings. The</li> </ul>

<p><i>tensions between these three spheres of activity</i></p>	<ul style="list-style-type: none"> <li>• 2-3 policy pieces on nexus-related topics relevant to: COVID-19 emergencies where there are underlying humanitarian needs; protracted displacement situations; and situations with a conflict-climate nexus</li> </ul>	<p>program also worked with local and international actors in the MENA region (including Lebanon, Syria, and Yemen) to analyze HDP nexus challenges. The program remains focused on a variety of other countries, including Afghanistan, Colombia, Ethiopia, Philippines, and Uganda, and has recently held two workshops for UN staff serving in humanitarian/fragile settings on challenges and opportunities to mainstream conflict sensitivity in COVID-19 responses.</p> <ul style="list-style-type: none"> <li>• Partially completed. The program has published: <ul style="list-style-type: none"> <li>○ A <a href="#">policy report</a>, produced jointly with UNESCWA and PRIO, on COVID-19, conflict risks, and humanitarian dynamics in the Arab region, has been published, which has fed into bilateral and regional discussions including in the leadup to the UN Conference on LDCs, to take place in early 2022.</li> <li>○ The final report of the Bangladesh study (will be published in August or early September)</li> <li>○ A report on efforts by governments and the UN to integrate an HDP lens into COVID-19 responses will be finalized this Fall.</li> </ul> </li> </ul> <p>In addition the program has produced or cowritten:</p> <ul style="list-style-type: none"> <li>○ A <a href="#">policy brief</a> on challenges and opportunities for achieving the prevention agenda, and a <a href="#">piece</a> calling attention to the impact of COVID-19 on violence dynamics, produced with CIC's prevention and peacebuilding program</li> <li>○ A <a href="#">commentary</a> on the humanitarian, economic, and political implications of</li> </ul>
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	<ul style="list-style-type: none"> <li>• On-demand policy advice and support to HQs, missions, RCs/HCs, country teams, and host governments as they engage in analysis, strategic planning, and programming related to the nexus</li> <li>• At least one meeting with donors and IFIs to find ways of adopting funding procedures and mechanisms to better support nexus approaches</li> </ul>	<p>the US withdrawal from Afghanistan</p> <ul style="list-style-type: none"> <li>○ An <a href="#">analysis</a> of the devastation of Yemen’s health system</li> <li>○ A <a href="#">policy brief</a> stressing the interlinkages between economic and political risks amid COVID-19, and opportunities for financing an economic recovery for all, produced with CIC’s multilateral reform program</li> </ul> <ul style="list-style-type: none"> <li>• Completed: the program has remained actively engaged with multilateral actors at HQ and country levels, providing on-demand support, convening workshops and meetings, and participating in relevant events, on issues such as food price shocks, UNIFI collaboration, and displacement/migration.</li> <li>• Completed: the program has given briefings and had a series of discussions with donors about nexus financing. Together with the multilateral reform program, we have also organized a set of meetings of UN and IFI officials to discuss improving collaboration on macroeconomic-conflict links.</li> </ul>
<p><b>Outcome 2</b> <i>Progress in implementing the Global Compact on Refugees commitments, with a particular focus on protection, development finance, and national ownership/inclusion of refugees in systems and services</i></p>	<ul style="list-style-type: none"> <li>• 1-2 analyses on short- and long-term impact of COVID-19 on human rights of refugees and other vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing: the program has actively supported a research and advocacy initiative aimed at <a href="#">protecting the rights of migrants and refugees amid COVID-19</a>. The initiative, which remains ongoing, has been endorsed by more than 1,000 legal scholars and has been referenced in publications by the secretary-general (<a href="#">here</a>), IOM (<a href="#">here</a>), among others. Publications currently being finalized include <ul style="list-style-type: none"> <li>○ An analysis of legal empowerment initiatives for refugees and how these can be strengthened</li> <li>○ A mapping of mechanisms to hold the perpetrators of</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• 1-2 convenings with senior policy makers and practitioners on how best to reinvigorate the GCR during and after COVID-19</li> </ul>	<p>forced displacement to account at the global level</p> <ul style="list-style-type: none"> <li>○ A note on the impact of recent political, economic, and humanitarian developments in Colombia on the country's inclusive refugee strategy</li> </ul> <ul style="list-style-type: none"> <li>• Ongoing: the program has held a series of informal discussions with senior policy makers on the impact of COVID-19 on global refugee policy, and is co-organizing with the UN an event examining nexus progress and challenges in refugee settings; as well as an event to bring together refugee and justice policy makers, together with the CIC's Pathfinders for Justice program.</li> </ul>
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## Pathfinders for Peaceful, Just and Inclusive Societies

Relevant outcome	Outputs Year 1: 2020-2021	Actual outputs/results to date
<p><b>Outcome 1</b></p> <p><i>National delivery:</i> Use the roadmap to increase national ambition, coherence, innovation, and reporting in areas of peace, justice and inclusion</p>	<p><u>Focus on national implementation and results</u></p> <ul style="list-style-type: none"> <li>● Analytical tool, based on the roadmap, to review and strengthen national sustainable development strategies and plans</li> <li>● At least four missions annually to existing or potential Pathfinder countries, with a focus on least developed and conflict-affected countries, while continuing to demonstrate universality. Missions produce clear nationally-owned follow up with international support.</li> <li>● Support the Global Alliance to strengthen reporting at HLPF</li> </ul> <p><u>Learning and cooperation between Pathfinders</u></p> <ul style="list-style-type: none"> <li>● Event or publication on national lessons and best practices</li> </ul>	<ul style="list-style-type: none"> <li>● Completed: lessons learned on country missions elaborated for future support. Exploring the potential for an SDG16+ Accelerator</li> <li>● Partially completed: missions to Republic of Korea and Switzerland. Other travel postponed due to COVID-lockdown</li> <li>● Ongoing: Flagship HLPF 2021 to launch the "The Dawn is Ours: Moving Forward Together for Peaceful, Just and Inclusive Societies" - the first annual publication by the Pathfinders on the status of SDG61+ implementation and priorities for action. It includes thirty-six country actions by Pathfinder countries.</li> <li>● Ongoing support for Global Alliance's work on reporting.</li> </ul>
<p><b>Outcome 1</b></p> <p><i>International delivery:</i> Build on the roadmap through strategic alliances with UN agencies and members states</p>	<ul style="list-style-type: none"> <li>● Expand and deepen relationships with Pathfinder countries; strategically engage at least ten additional member states.</li> <li>● Joint statement and side events at UNGA75 and major HLPF 2021 event to maintain focus on peace justice and inclusion completed</li> <li>● Deepened strategic engagement and partnership with the broader SDG16+ community, including joint statement by over 90 partners completed</li> <li>● Undertook consultations leading to inputs for the UN75 SG's report; DESA HLPF SDG16+ Review and SDG16 Rome Conference</li> </ul>	<ul style="list-style-type: none"> <li>● Ongoing: membership now numbers 39, with additional 4 or 5 pending</li> <li>● Ongoing: Group of mission experts and of PRs and DPRs meet approx. five times per year to stay informed and coordinate strategy for major events such HLPF and ECOSOC</li> <li>● Ongoing</li> <li>● Completed</li> </ul>

<p><b>Outcome 2</b></p> <p><i>Advocacy and Communications Build on the roadmap and grand challenges to strengthen strategies, momentum, and global movement for focusing on peace, justice and inclusion</i></p>	<ul style="list-style-type: none"> <li>● Deepen and expand mobilization of global partners for continued action on SDG16+, recruiting champions across sectors to demand for change.</li> <li>● Continue developing multistakeholder partnerships to accelerate implementation for SDG16+ and build linkages across the 2030 Agenda.</li> <li>● Work with the SDG16+ community to develop a joint strategy to accelerate action and implementation of SDG16+ targets at the international and national level; jointly implement the strategy.</li> <li>● For HLPF, bring together multistakeholder partnerships for SDG16+ and for other goals.</li> <li>● Continue updating and expanding Pathfinders virtual presence and communications content to reach a broader public audience.</li> <li>● Publish media articles, blogs and other commentary highlighting the need for peace, justice, and inclusion as a part of the COVID-19 response and contextualizing SDG16+ issues on a national and international scale.</li> <li>● Identify and feature SDG16+ leaders in the Champions of Change series</li> </ul>	<ul style="list-style-type: none"> <li>● Completed: Regular experts meetings and DPR/PR meetings</li> <li>● Completed: Stockholm Forum on Peace and Development 2021 presence</li> <li>● Completed: HLPF SDG16+ 2021 Event and first annual Pathfinder report published.</li> <li>● Completed: Partnership with Peace One Day to kickstart the Movement to Halve Global Violence — virtually — with panels, interviews and live performances, including participation of UN secretary-general Antonio Guterres, UN Deputy secretary-general Amina Mohammed, and WHO Director-General Tedros Ghebreyesus</li> <li>● Completed: Leaders across the SDG16+ community gathered on 18 November 2020 for a virtual discussion on “Peace, justice and inclusion at the heart of the COVID-19 pandemic response and recovery.”</li> <li>● Completed: Launch of the Pathfinders Champions of Change series, highlighting over 35 champions between 2019-2020 making a difference in their communities for a more just, inclusive and peaceful world.</li> <li>● Ongoing: weekly meetings between the three “umbrella alliances” for SDG16+. Joint meetings to agree on a joint statement on SDG16+ and COVID; Assisting in the preparations of the SDG16+ Forum in each year</li> </ul>
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<p><b>Outcome 5</b> <i>Pathfinders for justice: An acceleration in the provision of justice to people and communities outside the protection of the law, in line with SDG16.3 and related targets on justice</i></p>	<ul style="list-style-type: none"> <li>● Hold the first virtual meeting of Ministers of Justice and other justice leaders, working with partners</li>   <li>● Build a network of national actors in at least two countries and support the development of national strategies and plans for people-centered justice, including as part of COVID-19 response strategies.</li>   <li>● Continue dissemination of the Justice for All report and promotion of people-centered justice in at least six events, at the international and national level, supported by the briefings on Justice in a Pandemic.</li> <li>● Form a multistakeholder alliance of justice partners, increasing ambition and collaboration between partners.</li>   <li>● Support the creation of a justice coalition within OGP, including an OGP thematic meeting on Justice for All.</li>   <li>● Initiate and support work streams on Justice for Women, Justice for Children, and Justice for Refugees, as well as the role of informal justice actors.</li>   <li>● Contribute to an emerging global movement on justice for all through political and grassroots advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>● Completed: 1-Global Dialogue of Justice Leaders with twenty-two ministers of justice participating, hosted by Justice Canada alongside OGP, OECD and Pathfinders (October 2020) 2- Ministerial Meeting on Building Peaceful and Inclusive Societies through Justice for All, leading to a Joint Letter to the UN SG and the commitment to start the Justice Action Coalition hosted by the Netherlands MFA, alongside the Elders, the g7+ and the Pathfinders (April 2021).</li>   <li>● Completed: 1-National consultations held in Ukraine and roadmaps developed for people-centered justice to reduce domestic violence and to resolve justice problems of people working in informal employment. 2-Partnership formed in the Netherlands around a government commitment included in the Netherlands National Action Plan for OGP</li>   <li>● Completed</li>   <li>● Completed: Justice Alliance operational and shared strategy launched.</li>   <li>● Completed: ongoing partnership for the coalition and for meetings, also including for OGP Local.</li>   <li>● Ongoing: All three workstreams and respective partnerships are operational. Justice for Refugees in the early stages.</li>   <li>● Completed: Partnership with Global Citizen and Peace One Day established.</li> </ul>
<p><b>Outcome 6</b></p>	<ul style="list-style-type: none"> <li>● Expansion and strengthening of the Advisory Council with strong cross-</li> </ul>	<ul style="list-style-type: none"> <li>● Completed. Sweden, Indonesia and Tunisia co-convening</li> </ul>

<p><i>Grand Challenge on Inequality and Exclusion</i></p>	<p>regional leadership</p> <ul style="list-style-type: none"> <li>● Hold formal Advisory Council meetings: Addis Ababa, Jakarta, Stockholm.</li> <li>● Promote work of Grand Challenge through participation at key events (IFI Annual and Spring meetings, HLPF, UNGA) and engagement with UN 75, Decade of Action, and other processes.</li> <li>● Deliver solution papers in a timely fashion, develop and strengthen 'expert reference groups,' and produce final policy notes in each of the research workstreams.</li> <li>● Develop a comprehensive menu of policy options, which will incorporate insights from the various research work streams.</li> <li>● Carry out opinion research and surveys in 6-8 countries and incorporate insights from research into the comprehensive menu of policy options.</li> <li>● Support the development of a multistakeholder coalition dedicated to addressing inequality and exclusion, both on national implementation and international action civil society and multilateral partners covering all clusters.</li> <li>● Undertake at least four country visits each year (Sweden, Uruguay, Tunisia, Costa Rica).</li> </ul>	<ul style="list-style-type: none"> <li>● Completed: Regular advisory council meetings and since mid 2020 virtual</li> <li>● Completed. CIC supported and moderated event</li> <li>● Exceeded. Papers completed on five areas (<a href="#">political inclusion and democratic resilience</a>; social protection, including <a href="#">local level responses</a> and the <a href="#">graduation approach</a> as well as perspectives on <a href="#">recognition</a>; <a href="#">fiscal compromises</a>; spatial inequality; <a href="#">gender inclusion</a> and <a href="#">generalized inequality</a>)</li> <li>● Completed</li> <li>● Completed</li> <li>● Completed. High-level retreat held in May 2019, cosponsored by Canada, Korea, Indonesia, Jordan, Sweden, Tunisia and Timor-Leste</li> <li>● Partially completed: Visits completed to Tunisia, Indonesia, and Timor-Leste, others have been postponed due to COVID-19</li> </ul>
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	<ul style="list-style-type: none"> <li>● Offer tailored support to participating countries to assist with implementation of emerging policy solutions.</li> <li>● Expand and deepen relationships with Grand Challenge civil society, institutional, and multilateral partners, including through joint workplans in process.</li> <li>● Provide effective public communications with partners.</li> <li>● Produce communications to support the work of the Grand Challenge and Pathfinders.</li> </ul>	<p>Ongoing: Underway with Indonesia and spatial inequality tool</p> <ul style="list-style-type: none"> <li>● Ongoing</li> <li>● Ongoing</li> <li>● Ongoing</li> </ul>
<p><b>Outcome 7</b> <i>Movement to Halve Global Violence</i></p>	<ul style="list-style-type: none"> <li>● Kickstart of Halving Global Violence at global virtual Peace One Day 2020.</li> <li>● Convene the HGV Task Force.</li> <li>● Set up strong political and expert coalition.</li> <li>● First HGV Task Force meeting</li> <li>● Participation in multiple high-visibility international events</li> <li>● Fully integrate ongoing initiatives, Peace in Our Cities (PiOC) and the Gender Equality Network for Small Arms Control (GENSAC) as</li> </ul>	<ul style="list-style-type: none"> <li>● Completed: <a href="#">full video</a>, <a href="#">highlights</a>, <a href="#">HGV video</a></li> <li>● Completed: <a href="#">Announcement</a></li> <li>● Completed: ministerial-level Co-Chairs from Costa Rica, Switzerland, Liberia and South Africa, plus fifteen members: UN agencies (SGSR VAC, UNDP, WHO) and civil society leaders (SAS, ACCCORD, Igarapé, others)</li> <li>● Completed: the first meeting took place at Wilton Park (June 2021, <a href="#">announcement</a>)</li> <li>● Completed: Led panel at <a href="#">2021 Stockholm Forum on Peace and Development (recording)</a>; <a href="#">SDG Global Festival: Women at The Frontline of Reducing Gender-Based Violence</a>; <a href="#">UNODC Crime Congress - Gender and Firearms: Evidence-based Responses (with Small Arms Survey)</a></li> <li>● Ongoing: Both initiatives represented in HGV Task Force, with mayor of Palmira, Colombia (PiOC) and Ilwad Elman (GENSAC)</li> </ul>

	<p>cornerstones of Halving Global Violence.</p> <ul style="list-style-type: none"> <li>Deliver action-oriented research and policy papers (GENSAC and PiOC).</li> </ul>	<ul style="list-style-type: none"> <li>New websites launched for <a href="#">GENSAC</a> and <a href="#">PiOC</a></li> <li>Networking and capacity-building <a href="#">webinars</a></li> <li>Completed: published updated <a href="#">Action Plan on Gender Responsive Small Arms Control in the Decade of Action on SDGs</a>. (March 2021); <a href="#">From Promises to Progress</a> (June 2021); assisted publication of individual policy papers and compendium, <a href="#">Peace in Our Cities in a Time of Pandemic</a> (March 2021)</li> </ul>
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## Regional and country programs

### Congo Research Group

Outcome	Projected Outputs/results	Actual outputs/results to date
<p><b>Outcome 1</b></p> <p><i>More detailed understanding of the dynamics of armed violence in the Uele and Kivu regions throughout innovative ways to monitor and analyze violence</i></p>	<p><u>KST</u></p> <ul style="list-style-type: none"> <li>Maintain KST website</li> <li>Publish monthly reports, blog posts, and maps</li> <li>Publish map of armed groups</li> </ul> <p><u>Kwetu Kundela</u></p> <ul style="list-style-type: none"> <li>Produce bi-monthly reports on political and security developments</li> <li>Publish online biographies of major actors in Kasais.</li> </ul>	<p><u>KST</u></p> <ul style="list-style-type: none"> <li>Completed: KST website maintained</li> <li>Completed: published <a href="#">monthly reports</a> and <a href="#">blog posts</a>, and semiannual summaries and maps</li> <li>Completed: <a href="#">map of armed groups</a> with an accompanying essay</li> <li>Completed: expansion to cover Ituri province, recruitment of three additional focal points</li> </ul> <p><u>Kwetu Kundela</u></p> <ul style="list-style-type: none"> <li>Completed: <a href="#">bimonthly reports on political and security developments</a> published</li> <li>Completed: <a href="#">online biographies</a> of major actors in Kasais</li> </ul>
<p><b>Outcome 2</b></p> <p><i>Promoting the reform and accountability of Congolese institutions</i></p>	<ul style="list-style-type: none"> <li>Report on electoral reform</li> <li>Launch of an online parliamentary tracker</li> <li>Holding a townhall on governance</li> </ul>	<ul style="list-style-type: none"> <li>Completed: <a href="#">report</a> on CENI (election commission)</li> <li>Completed: "Talatala" tracker launched on March 29, 2021</li> <li>Completed: First townhall held in Kinshasa on June 24, 2021</li> </ul>



<p><b>Outcome 3</b></p> <p><i>Political economy and peacebuilding</i></p>	<p><u>Mwangaza II</u></p> <ul style="list-style-type: none"> <li>Investigation into cobalt supply chain</li> </ul> <p><u>CNPAV</u></p> <ul style="list-style-type: none"> <li>Investigation into aviation authority</li> <li>Investigation into tax exonerations</li> <li>Investigation with local NGO into land tenure in eastern Congo</li> </ul>	<ul style="list-style-type: none"> <li>We replaced the investigation into cobalt supply chain with another report due to challenges in our field research. The new policy brief with focus on governance of the extractive sector more broadly and will be published by the end of 2021.</li> </ul> <p><u>CNPAV</u></p> <ul style="list-style-type: none"> <li>Published: <a href="#">Investigation</a> into aviation authority</li> <li>Pending: Investigation into tax exonerations, to be published in August 2021</li> <li>Delayed: Investigation with local NGO into land tenure in eastern Congo, to be published as three blogs and one in-depth report by the end of 2021</li> </ul>
<p><b>Outcome 5</b></p> <p><i>A better understanding of the Ebola response's impact on conflict dynamics, local economies, and health infrastructure in North Kivu</i></p>	<p><u>Nani Mponyaji</u></p> <ul style="list-style-type: none"> <li>3 reports: on the impact of the Ebola response on conflict dynamics in North Kivu, on the <a href="#">impact of the Ebola response on health infrastructure</a> (completed), and on the political economy of the Ebola response</li> <li>Interactive map on Ebola-related incidents of violence</li> <li>Note on recommendations for sensitization strategies for Ebola and other pandemics</li> <li>Report on the international community's approaches to Ebola and COVID-19 in the DRC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing: the project was delayed for several reasons but is now underway with first report released in September 2020, the second to be released in August 2021 and the third before the end of 2021.</li> <li>Completed: Interactive map was <a href="#">included</a> as part of report , Rebels, Doctors and Merchants of Violence: How the Fight Against Ebola became part of the conflict in Easter DRC</li> <li>Ongoing</li> <li>Replaced by report on the management of COVID-19 in the DRC to be released in September</li> </ul>

## MENA

Outcome	Projected Outputs 2020/2021	Actual Outputs 2020 2021
<p><b>Outcome 1</b></p> <p><i>Improved justice outcomes for victims and survivors in Syria</i></p>	<ul style="list-style-type: none"> <li>2 policy briefs (likely on civil documentation, displacement and HLP rights)</li> </ul>	<ul style="list-style-type: none"> <li><u>Partially completed</u>: Draft policy paper prepared on civil documentation pending finalization and release. <ul style="list-style-type: none"> <li>Report on risks factors that may lead to the <a href="#">reemergence of violent extremism in NE Syria</a> published May 2021.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Opinion pieces</li> <li>• Advocacy events/webinars (at least 2)</li> <li>• Consultations and expert meetings/Webinars (at least 2) in preparation for the policy briefs</li> </ul>	<ul style="list-style-type: none"> <li>• Not completed: Several press releases with the UN Commission of Inquiry. Overtaken by advocacy efforts below.</li> <li>• Completed: Launch of the joint report with ESCWA during the <a href="#">annual Brussels V Conference</a> to support the future of Syria <ul style="list-style-type: none"> <li>○ Addressing the Human Rights Council and part of a High Level Panel at the seventy-eighth UNGA in March 2021</li> <li>○ Addressing the <a href="#">annual Brussels V Conference</a> on detentions and on the Missing</li> </ul> </li> <li>• Completed: Virtual Two-day Vi meeting on civil documentation held 16/17 February 2021. <ul style="list-style-type: none"> <li>○ Several consultations, one on one interviews and in-person meetings (NY, Geneva, Istanbul) in the lead up to and following the meeting. on the issue of Civil documentation</li> </ul> </li> </ul>
<p><b>Outcome 2</b></p> <ul style="list-style-type: none"> <li>• <i>Promote the three-nexus in the MENA region—particularly Syria, Lebanon, Yemen, and Libya—in the context of COVID-19</i></li> </ul>	<ul style="list-style-type: none"> <li>• 2 policy papers</li> <li>• 1 expert meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Not Completed: Discussions with ESCWA, UNHCR, OCHA, are continuing but funding not yet secured. Potential donors have been identified and key experts/speakers approached and enlisted. <ul style="list-style-type: none"> <li>○ One draft brief relating to COVID-19 response prepared but requires some additional information for completion.</li> </ul> </li> <li>• Completed: Conducted several virtual consultation meetings on the issue of the missing/disappeared involving ICRC, IOMP, OHCHR, Syrian Charter Group.</li> <li>• Gave the second <a href="#">annual SOAS/LFJL Justice Lecture</a> on the topic of <i>Doing Justice: International Investigations and the Path to Accountability</i>. <ul style="list-style-type: none"> <li>○ Assisted in the design and coordinated a follow-up two-day workshop leading to the draft <i>Holloway Guidelines</i></li> </ul> </li> </ul>

