1. Executive Summary
CIC has built up a strong reputation for practical, relevant work on the links between politics, security and development and on UN reform approaches to the global institutions. Key results to which CIC’s work in FY16-17 made a significant contribution include:

- Growing momentum for UN reform under new Secretary General António Guterres (CIC supported a cross-regional “UN70” group of member states advocating reform through 2016-17; supported the Executive Office of the Secretary General in holding internal discussions on translating the SG’s prevention vision into action; published a comprehensive analysis of options to restructure the UN’s peace and security pillar, and provided on-going analysis on the three UN reform tracks as well as the gender parity strategy.
- Implementation of a new way of working between humanitarian and development actors (CIC published on implementation priorities after the World Humanitarian Summit and supported a group of five UN agencies and the World Bank in the rollout of the new way of working).
- Establishment of the Pathfinders group, convened by the governments of Brazil, Sierra Leone and Switzerland, to accelerate implementation of the SDG16+ targets for peaceful, just and inclusive societies, and development of a draft roadmap for action.

CIC’s 2017-19 business plan focuses on more effective prevention and peace-building across the three pillars of United Nations and broader international action – peace and security, development and human rights. The work plan covers four thematic and four country level programs, as shown below. Regional/country engagement and interaction with traditional and rising powers both support, and are supported by, CIC’s policy work.

![Diagram of thematic and country programs]

Country engagement: Afghanistan-Pakistan, Tunisia/North Africa;
Burundi, DRC, and Great Lakes.
Flexible, on-demand policy advice to UN.
The central thread of CIC’s work over this period is to contribute to the key changes needed to see better international cooperation on crisis prevention. As with 2016, we are continuing to prioritize UN reform because we believe that a new and reforming Secretary General, selected with an unprecedented degree of transparency, offers a once in a decade opportunity to strengthen the UN and adapt it to today’s risks. The Secretary General has laid out a powerful vision on prevention, sustaining peace and Agenda 2030, and we are honoured to support that vision. In 2016-17 we produced a comprehensive report on options for restructuring the UN peace and security pillar; in 2017-18 we will supplement that with work on the development system and on strategic budget reform.

CIC’s other three thematic workstreams address particular aspects of international cooperation on global risks. Our work on humanitarian crises and migration aims to implement a major shift in the way of working between humanitarian and development actors, aimed at more localized and long-term approaches.

Our work on prevention and peace-building will have three key aspects: contributing to effective prevention and peacebuilding in countries affected by conflict (in particular, G7+ countries and countries on the Security Council’s current agenda); (ii) contributing to and helping to disseminate the evidence on prevention presented in the joint UN-WB study on prevention, and; (iii) transforming the scope of the Global Peace Operations Review (GPOR) website to support the Secretary General’s efforts on prevention and the women, peace, and security agenda.

Ahead of the High-level Political Forum in 2019, our program on peaceful, just and inclusive societies has a huge opportunity to put the SDG16+ targets at the heart of the implementation of the 2030 Agenda for Sustainable Development. During the period covered by this workplan, we will launch the roadmap at a high-level event and position the Pathfinders as an action platform and the primary ‘docking station’ for those working on SDG16+. This will provide a foundation for the Pathfinders to take forward three priorities: use the roadmap to support national ambition, coherence, innovation, results, and reporting; build on the roadmap to strengthen strategies, momentum, and political will at international and regional levels; and shape a global debate using grand challenges on justice, inclusion, and violence prevention.

CIC’s country programs both raise and test issues addressed in our thematic policy work. In the FY17-18 and FY18-19 period, CIC will aim to maintain a maximum of 4 country or regional engagements in complex situations that combine political, security, humanitarian, justice and development challenges. This will include continued work in Congo, Afghanistan and Tunisia, - potentially also introducing a Burundi Research Group.

Key outcomes supported. The 2017-2019 program aims to support: (i) effective UN reform that is informed by strong analysis and debate on practical options and political pathways to implement them; (ii) improved development outcomes for populations affected by humanitarian crises; (iii) country level implementation of improved prevention and peace-building, and; (iv) accelerated implementation of the SDG targets related to peaceful, just, and inclusive societies.
1. Introduction

The Center on International Cooperation (CIC) is a non-profit research center housed at New York University (NYU). Our core mission is to enhance international responses on the countries and issues most important to conflict and crisis prevention and recovery, through direct and regular engagement with multilateral institutions and the wider policy community.

CIC’s comparative advantage lies in two areas. We work at the intersection between politics, security, justice, and development, bringing together experienced staff who can connect the four areas. Second, we focus on analysis and ideas-generation that is practical, policy relevant and sensitive to political realities and difficulties in achieving collective action on international problems. The Center has played a role disproportionate to its small size in incubating processes that have had significant influence on global policy, from peacebuilding at the UN to the international dialogue on fragile states, to regional approaches to challenges such as the Afghanistan conflict, to peace, justice and inclusive institutions in the post-2015 agenda.

This document lays out the CIC’s strategy and business plan for a two-year period: July 1, 2017 to June 30, 2019. Section 2 describes factors shaping the strategy; Section 3 describes in detail the activities, outcomes and outputs and target audiences of CIC’s work; Section 4 lays out inputs, team, and partner organizations.

2. Factors shaping CIC’s strategy

Factors that have changed since CIC’s 2016-2018 business plan include:

The new Secretary General’s agenda. Secretary-General António Guterres has made strengthening the prevention of crises the centerpiece of his vision at the UN. To this end, he has introduced a series of processes designed to link reforms in the UN’s peace & security architecture to the UN Development System and to cross-cutting management reform.

Shifting national approaches to the multilateral system. A new administration in the United States will bring pressure on multilateral system’s role and financing, creating both threats and opportunities for reform. At the same time, China, Brazil and a number of other G77 countries are playing an increasingly proactive role in multilateral policy negotiation.

CIC’s strategy since 2015 has provided evidence and advocacy on issues that have been high priority for the Secretary General; in this sense the UN leadership transition has not created any shift in our emphasis, but has created additional opportunities. The new US administration has shifted the focus on some of our country work (postponing collaboration regarding US-Iran track II dialogue on Afghanistan, while accelerating US-China

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1 CIC is a research center in the Faculty of Arts and Science (FAS) at NYU. It shares with NYU the status of a tax-exempt 501 (3)(c) nonprofit under the US Internal Revenue Code.
dialogue efforts); it has not fundamentally changed our approach to UN reform, which has always been to look for strong cross-regional consensus on efforts to increase effectiveness.

3. Objectives and programmes

In the FY2017-18 and FY2018-19 period, CIC will focus on the following core objectives, all linked to an overall goal of better international cooperation on crisis prevention:

Thematic programmes:

- Support the SG’s efforts for UN reform in the peace and security, development and management tracks;
- Identify and support practical country level opportunities for conflict prevention and sustaining peace and the completion and dissemination of the joint UN-World Bank prevention study;
- Support the implementation of the new way of working between humanitarian and development actors at country level and input to preparation of the 2018 Global Compacts on Refugees and Migration;
- Galvanize accelerated delivery of the SDG16+ targets for peaceful, just and inclusive societies ahead of the High-level Political Forum in 2019, providing a foundation for to scale up in the 2020s.

Country/regional programmes:

- Provide hard-hitting analysis on the Congo and wider Great Lakes region to inform national and international debates in the political, security, justice and development spheres;
- Promote better understanding between the US and China on shared interests in peace and stabilization, drawing on engagement in support of Afghanistan;
- Support locally driven research and strategy development to prevent violent extremism in North Africa.

Across thematic and country programmes:

- Promote better opportunities for country level prevention and peace-building, and ensure that country-level experiences and lessons inform international policy.

The four thematic and three country programmes which CIC will undertake are shown in Figure 1 below:
3.1. UN Reform

The key priority in 2017-19 is to support the Secretary General’s three reform tracks: peace and security, development, and management reform; and to ensure that these are closely interlinked behind the Secretary General’s prevention vision.

**Overall.** CIC will support a member state retreat and follow on discussions on how the three reform tracks can contribute to better prevention and peacebuilding. This work will aim to help the leaders of the three reform tracks ensure that proposals are consistent within a coherent overall narrative of reform; identify cross-cutting issues such as the context and timing of budget proposals; and work to develop a strong coalition of member state support for reform. CIC will also publish a policy paper on the links between Prevention, Sustaining Peace and Agenda 2030.

*Peace and Security.* We will build on CIC’s February 2017 report on [Restructuring the UN Secretariat to Strengthen Preventative Diplomacy and Peace Operations](#) by developing more detailed analysis to support the Internal Review Team’s two preferred options and, over the course of 2017-19, to support the final proposals presented. We will also work to strengthen the capacity for integrated analysis and planning inside the UN to support discussions at the Executive Committee and situation awareness briefings to the Security Council.

*Development.* CIC will support successful elaboration and implementation of the proposals on reform of the UN Development System to be presented in December 2017. Key overarching issues to be explored include: 1) decreasing fragmentation and duplication within the UN development system, 2) increasing humanitarian-development-peacebuilding links, and 3) increasing partnership platforms, particularly at country level. Within this, we expect to conduct analysis on practical options and feasible political pathways to strengthen the RC system, move from funding to financing (in particular through an increase in pooled, multiyear funding), and eliminate duplication between global and regional policy and coordination bodies.

*Management.* CIC’s main contribution to the management reform track will relate to budgetary issues, in particular creating a more strategic, cross-pillar budget presentation and dialogue and identifying pathways to shift from a centralized, ex ante control model to a truly performance based budgetary system. CIC will also continue its analysis on gender parity in UN senior appointments.

**Outcomes, outputs and target audiences:** The outcome and impact of CIC’s work on UN reform should be judged by the passage of initial reform proposals in all three tracks, under one coherent strategic narrative, through the General Assembly in 2017-19. The main outputs that CIC will produce together with their target audiences are shown in the table below.
### Relevant outcome | Outputs | Target audiences and partners
--- | --- | ---
Linkage of three reform tracks | ● On demand analysis for EOSG and the PBSO in advance of and following the 2018 Sustaining Peace report  
● Successful EOSG-member state retreat on prevention and sustaining peace  
● Policy note on the relationship between Prevention, Sustaining Peace and Agenda 2030 | ● Member states  
● EOSG, PBSO, and other senior officials inside the UN system

Successful Peace and Security reform | ● On demand analysis to support the preferred restructuring options identified by the Internal Review Team  
● Retreat with member states on the Secretary General’s proposals | ● Internal Review Team  
● EOSG  
● Member states

Successful development system reform | ● Policy commentary on development system reforms published following June and December 2017 reports | ● DSG’s office, senior UNDS leadership  
● Member states

Successful management reform | ● Policy commentary on management proposals produced on an on-going basis  
● Strategic analysis note on the regular budget | ● Management IRT  
● Member states

### 3.2. Humanitarian crises and migration

Within this workstream, CIC will conduct two main programs in 2017-2019:

**Independent stocktake of new ways of working and support to the Humanitarian-Development Action Group:** CIC will undertake a review of the implementation of the New Way of Working in a range of country contexts, gathering evidence on the impact of the NWoW on reducing vulnerabilities of affected populations, identifying specific challenges around implementation, and proposing ways to address them. The outcomes of the review will serve to give practical evidence to UN entities and humanitarian and development donors to improve implementation going forward.

**Global Compacts on Migration and Refugees.** In addition, CIC will seek to work with the Special Representative on Migration and other stakeholders in the Global Compact on Migration to develop evidence on the political messaging and policies needed to achieve the compacts goal on “orderly and regular” migration. This work will bring together economists with politicians and legal experts: unlike work on “safe” migration, we view this as a gap area in preparation of the compact. Finally, CIC will take part in a project led by the Zolberg Institute on Migration and Mobility at the New School to support the preparation of the Global Compact on Refugees.
### Outcomes, outputs and target audiences

<table>
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<tr>
<th>Relevant outcome</th>
<th>Outputs</th>
<th>Target audiences and partners</th>
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| Better development outcomes for populations affected by humanitarian crises | • Independent stock-take of the new ways of working at country level completed  
• Meetings with target audiences completed on recommendations to strengthen implementation | • UN agencies; the World Bank; NGOs  
• Host countries, humanitarian and development donors |
| Substantive, evidence-driven compacts agreed on Refugees and Migration in 2018 | • Expert meeting in Fall 2017 at which key UN agencies will participate  
• Two or three short analytical papers on policy issues, Blogs, op-eds | • Member states  
• UN agencies and IFIs  
• Media |

### 3.3. Prevention and peacebuilding programme

Within this workstream, CIC will focus on complementary objectives of: (i) more effective prevention and peace-building in countries affected by conflict (in particular, G7+ countries and countries on the Security Council’s current agenda); (ii) contributing to and helping to disseminate the evidence on prevention presented in the joint UN-WB study on prevention, and; (iii) transforming the scope of the Global Peace Operations Review (GPOR) website to support the Secretary General’s efforts on prevention and the women, peace, and security agenda. This workstream is closely linked to the peace and security component of the UN reform program, and staff will work on both elements.

**Country level prevention and sustaining peace:** CIC will support G7+ countries in their efforts to meaningfully shape UN peace and security reforms as well as the sustaining peace agenda. Working with the G7+ Secretariat, CIC will produce research on host countries’ perspectives on peace operations, which will feed into relevant reform processes as well as in Security Council reviews of mandates, as relevant.

In partnership with CIC’s Peaceful, Just and Inclusive Societies program, this workstream will develop country-level platforms for catalyzing the implementation of SDG16 in countries with peace operations. These countries face specific challenges for implementing SDG16, but also may offer opportunities for leveraging large international presences in unique and unforeseen ways.

CIC will also continue its cooperation with the Institute for Security Studies in South Africa and PRIO in Norway on policy-relevant research for strengthening regional approaches to peace in Africa. During 2017-18, the project will focus on dissemination and uptake through events at Geneva Peace Week (November 2017) and the High-Level Event on Sustaining Peace (May 2018).

Finally, drawing upon the above projects/partnerships and CIC’s country programs in DRC, Afghanistan, and elsewhere, CIC will hold a series of seminars with interested UN stakeholders, member states, IFIs, civil society...
and the private sector on country level opportunities for better prevention and sustaining peace at all stages of a conflict cycle. These will be timed to feed into relevant policy and decision making moments, including strategic reviews of special political and peacekeeping missions, donor meetings, and UN reform processes.

**UN-World Bank study on conflict prevention and SG’s report on Sustaining Peace.** CIC will continue to contribute to the Advisory Group of the WB-UN study. We will participate in events in New York as the study is finalized and will ensure that its findings, assuming that these are robust and policy-relevant, continue to be referenced in relevant events in 2017-19. We will also draw on our country seminars and UN reform stream to inform the 2018 Secretary General’s report on sustaining peace, including (if so requested by UN leadership and member states) hosting a follow on member state retreat under UN70 auspices to support finalisation of a bold and ambitious report.

**Global Peace Operations Review.** While continuing to ensure that GPOR’s valued role in commentary, CIC will also review the objectives and scope of the website in 2017-18 specifically with a view to strengthening its function as a source of data on peace operations. Options to consider will be broadening the website’s coverage of prevention and peacebuilding data, research and policy commentary; broadening its data, research and commentary on management (budget and appointments) issues at the UN; and using data to contribute to advancing the women, peace, and security agenda.

**Outcomes, outputs and target audiences**

<table>
<thead>
<tr>
<th>Relevant outcome</th>
<th>Products</th>
<th>Target audiences &amp; partners</th>
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</table>
| To improve strategies (and long-term outcomes) for prevention and sustaining peace at country level | • Two reports with the g7+ on country level lessons learned  
• Annual data and on-going commentary on the Global Peace Operations review website; strategy by end FY17-18 for long term future of GPOR  
• Written inputs and events contributing to successful completion and dissemination of UN-WB prevention study  
• Contributions to inform the Secretary General’s Report on Sustaining Peace, drawing on UN reform work and country cases  
• Potential follow on member state retreat on prevention, UN reform and sustaining peace  
• Research for policy-oriented outputs on host nations’ perspectives on peace operations  
• 3-4 country-level platforms created for implementing SDG16 in countries with peace operations | • UN entities across the three pillars; member states; IFIs. |
3.4. Sustainable development and peaceful societies

The Pathfinders program was founded to build momentum for the delivery of the SDG targets ahead of the High-level Political Forum in 2019 – the year in which countries will report on SDG16 and leaders will assemble for a ‘summit of delivery and ambition’ on the 2030 Agenda. Over the next two years, the Pathfinders will act as a platform for action, maximizing implementation and results ahead of the High-level Political Forum. This will provide an opportunity for further scaling up in the 2020s.

Immediate priorities are to:

- Launch the roadmap during the high-level week of the UN General Assembly in September 2017.
- Formalize and sustain the Pathfinders group as an action platform, increasing the number of member states making ambitious commitments to national implementation; broadening the involvement of international organizations, multi-stakeholder partnerships, civil society networks, and the private sector, and developing a ‘light touch governance model’.

Over the next two years, this will allow us to:

- Use the roadmap to support national ambition, coherence, innovation, results, and reporting.
- Build on the roadmap to strengthen strategies, momentum, and political will at international and regional levels.
- Shape a global debate through ‘grand challenges’ on justice, inclusion, and violence prevention that will build ambition and provide a focus for learning.

Outcomes, outputs, target audiences and partners

<table>
<thead>
<tr>
<th>Relevant outcome</th>
<th>Outputs</th>
<th>Target audiences and partners</th>
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| Roadmap launched and Pathfinders strengthened | ● Presentation of Roadmap at HLPF session in July 2017, with a formal launch during the High level week of UNGA in September 2017  
● Formalize structure and governance of the Pathfinders action platform and gain increased commitment from countries and organizations | ● The governments from the following pathfinder countries: Argentina, Brazil, Canada, Central African Republic, Colombia, Czech Republic, Georgia, Guatemala, Indonesia, Liechtenstein, the Netherlands, Qatar, Republic of Korea, Sierra Leone, Somalia, Sri Lanka, Sweden, Switzerland, Timor-Leste, Tunisia, and the United Kingdom  
● New pathfinder countries  
● International organizations, in particular: EOSG, DESA, |
| Roadmap supports national ambition, coherence, innovation, results, and reporting | National implementation | ● Governments in pathfinder countries, with a focus on countries most likely to be left behind  
● Other national and subnational stakeholders  
● International community in pathfinder countries |
| --- | --- | --- |
| National implementation  
● Analytical tool based on the roadmap, to inform and support national sustainable development strategies and plans  
● Missions to existing or new pathfinder countries, and ongoing support and follow up with countries  
Learning and cooperation  
● Document national lessons and best practices, and publish report on national leadership at the HLPF 2018  
● Develop relationships between countries to share experience  
● Support the Global Alliance on Reporting Progress on Promoting Peaceful, Just and Inclusive Societies to strengthen reporting at HLPF 2018 and HLPF 2019 | | |
| Roadmap strengthens strategies and momentum at international and regional levels | Promote and update roadmap  
● Actively engage and build links with organizations across all sectors, and convene informal UN support group  
● Present roadmap at international and regional meetings, and engage political champions | ● International and regional organizations  
● Multi-stakeholder partnerships, civil society networks, foundations and the private sector |
### Support partner campaigns
- Progress report for HLPF 2018, with version 2 of the Roadmap for HLPF 2019

### Support partners to deliver roadmap
- Support for partners to develop or strengthen strategies and action plans
- Convene funders to explore financing strategies
- Deepen understanding of links between SDG16+ and other SDGs, building on this for HLPF 2018, with theme of sustainable and resilient societies

### ‘Grand challenges’ build ambition, act as a focus for learning, and provide opportunities for growing number of countries to lead

<table>
<thead>
<tr>
<th>Task Force for Access to Justice</th>
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<tr>
<td>Convene a Task Force on Access to Justice with a high profile launch in 2018, supported by campaigns with other partners</td>
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<tr>
<td>Flagship report on SDG16.3</td>
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</tbody>
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### Commission on Inclusion
- Develop and convene a Commission on Inclusion |
- Set out models and recommendations for increasing inclusion to support delivery of 2030 Agenda |

### Movement to Halve Global Violence (tentative)
- Develop and build a Movement to Halve Global Violence and promote campaign |
- Convene expert group to agree strategies for halving global violence |
- Use as focus for partnership with UNOG and Geneva-based international actors |

### Task Force for Access to Justice
- Argentina, Sierra Leone, Netherlands |
- EOSG rule of law unit, IDLO, UNDP, UNODC, SDG Fund, OCHCR, World Bank Justice and Rule of Law Unit |
- Open Society, Namati, the Elders, Global Citizen, Thomson Reuters, International Bar Association, World Justice Project, HIIL, OGP |

### Inclusion
- Leadership group on inclusion (e.g. Sweden, Canada, Indonesia, Liberia) |

### Prevention
- Leadership group on prevention (including Switzerland) |
- PBSO, WHO, UNICEF, UN Women etc. |
- Igarape, Violence Prevention Alliance, New York Peacebuilding Group, Geneva Peacebuilding Platform etc.
Regional and country programmes

CIC has a deep and long-standing program of operational engagement in Afghanistan and Pakistan. In 2015-16, CIC started to host the Congo Research Group which focuses on political, security and related issues in the DRC and piloted a program on human rights, development and violent extremism in North Africa: these programs have also contributed significantly to informing CIC’s global policy work with on-the-ground feedback. In the FY17-18 and FY18-19 period, CIC will aim to maintain a maximum of 4 country or regional engagements in complex situations that raise and test global policy issues.

3.5. Democratic Republic of Congo (DRC)

The Congo Research Group (CRG) at CIC undertakes research in the highest risk areas and on key thematic issues relating to conflict and political tensions in the Congo. CRG’s reports and publications aim to be used as the basis for policy discussions with the Congolese government and the donor community, and its websites aim to become a primary source of information on violence and political developments in the DRC. In the past, CRG has published opinion pieces on Actualité.cd, the largest Congolese news website, and has been invited to discuss its research on Radio Okapi’s debate show, which reaches millions across the Congo. CRG’s focus in 2017-19 is on conflict dynamics in the run-up to local and national elections.

<table>
<thead>
<tr>
<th>Relevant outcome</th>
<th>Outputs</th>
<th>Target Audience</th>
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| Enhance understanding of conflict dynamics in the Democratic Republic of the Congo in the run-up to local and national elections in 2017-2018 | - Investigative reports on security dynamics:  
  o related to elections  
  o in the Kasai region  
  - A policy report on regional dynamics related to elections and the role of the AU, ICGLR, and SADC  
  - Profiles and maps of armed groups in the eastern Congo  
  - A violence tracker for the Kivus region (Kivu Security Tracker)  
  - 6 situation reports on local conflicts in the eastern Congo  
  - CRG website with weekly podcasts, blog entries | - UN peacekeeping staff in MONUSCO and DPKO HQ  
  - Congolese government officials at the national and provincial level  
  - Major donors in the DR Congo  
  - AU, SADC, and ICGLR officials  
  - Media and civil society more broadly in the DR Congo |
| Improve the efficiency of donor interventions | - Investigative report evaluating different “theories of change” and their impact on conflict in the eastern DRC  
  - Policy report on MONUSCO  
  - Policy report on the DDR process | - Major donors in the DR Congo  
  - Media and civil society more broadly in the DR Congo |
| Render the Congolese government and political parties | - One nationally representative poll of Congolese political opinion in the run-up to national elections  
  - 3 nationally representative pulse polls of public | - Congolese government officials at the national and provincial level  
  - The Congolese opposition |
more accountable

opinion

● Series of 4 short reports on the political economy of hydroelectric power, political patronage, and development

and civil society

Support local researchers and civil society groups working on conflict in the DR Congo

● Methodological workshop with local researchers on conflict
● Institutional support to BERCI polling firm in Kinshasa and collaboration with the University of Kinshasa
● Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely analysis of conflict dynamics

● Congolese civil society and research organizations

3.6. Burundi

CIC will set up a Burundi Research Group in 2018 aimed at producing investigative research and in-depth analyses of conflict dynamics in Burundi. By producing regular blogs, reports, a podcast, and through a dedicated website, the research project will carry out investigations of the armed conflict that has emerged since April 2015. Topics will include:

• Regional involvement in the crisis, including Rwandan, Tanzanian, South African, Angolan, and Congolese involvement;
• Internal dynamics within the Nkurunziza government related to the management of youth militias and security forces and the attitude toward to the peace process;
• Dynamics within the African Union and the East African community related to the conflict.

The project will allow CIC to play a part in finding solutions to the crisis there. It was also allow the Center to deepen the linkages between country-specific dynamics and policy discussions around conflict prevention and peacebuilding.

<table>
<thead>
<tr>
<th>Relevant outcome</th>
<th>Outputs (July 2018 – June 2019)</th>
<th>Target Audience</th>
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</table>
| Enhanced understanding of conflict dynamics in Burundi. | ● BRG website with weekly podcasts, blogs  
● An investigative report on the Imbonerakure, its structure and links to the ruling party  
● A policy report on regional involvement in Burundi’s conflict  
● A background report into the various armed groups linked to the opposition | ● UN Department of Political Affairs  
● Major donors in Burundi  
● AU, EAC, and ICGLR officials  
● Media and civil society more broadly in Burundi |
3.7. Afghanistan and the region

Establishing peace and stability in Afghanistan remains an immediate challenge for the international community. The Afghanistan-Pakistan Regional Project (APRP) utilizes subject-matter expertise and extensive networks to support efforts to achieve greater stability in Afghanistan and the region. Through a blend of structured dialogues, applied research, and strategic outreach, APRP works on many of the most pressing problems facing Afghanistan and the surrounding region—from reconciliation to security to regional cooperation and governance reforms. In 2017-18 APRP plans to continue the US-China dialogues in bilateral and possible trilateral formats. APRP also plans to conduct a program of research and dissemination on attempts to launch a peace process in Afghanistan. It is now in the process of exploring the launch of a track two dialogue between the U.S. and Russia over Afghanistan. After delays in staffing of the new U.S. administration, APRP has established links with relevant officials in the National Security Council, State Department, and Defense Department, who have supported the dialogues with both China and Russia and agreed to participate. APRP will produce papers and reports on topics such as the history of peace and reconciliation and the role of the US and regional powers (China, Russia, and others) in Afghanistan.

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<tr>
<th>Relevant outcome</th>
<th>Outputs</th>
<th>Target Audience</th>
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<tbody>
<tr>
<td>Improved US-China understanding on areas of converging interests related to Afghanistan &amp; Pakistan</td>
<td>- US-China Dialogue: Rapporteur summaries from the gatherings; generation of policy papers for the capitals of China and the US; ad hoc memos to high-level officials of Afghanistan</td>
<td>- Afghanistan, US, and China policy makers and officials</td>
</tr>
<tr>
<td>Improved US-Russia understanding on areas of converging interests related to Afghanistan &amp; Pakistan</td>
<td>- US-Russia Dialogue: rapporteur summaries from the gatherings; and generation of policy papers</td>
<td>- Afghanistan, US, and Russia policy makers and officials</td>
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| Historical analysis to support renewed initiatives to broaden the peace process  | - Two workshops exploring the history of attempted peace initiatives in Afghanistan post-cold war and way forward for the Afghan and international community conducted  
- A monograph (a short book, 80-100 pages) providing forward-looking analysis based on the historical experiences studied in the project. The product could also be distilled into shorter papers for publication and distribution through the media | - Afghanistan, China, US, Norway and broader international community policy makers |
3.8. Tunisia/North Africa

One of the greatest challenges for organizations working on conflict, security and development is to understand and act upon the escalation of new forms of violent extremism. CIC has a small program of work in North Africa to improve the understanding of the drivers of violent extremism, and to encourage collaboration between the political, security, development and human rights areas in strategies to prevent violent extremism.

Together with other partners CIC is proposing to:

*Increase Knowledge:* Encourage mixed methodology field research in selected countries in the MENA region. This will begin in 2017 with a research competition in Tunisia and possibly extend to other countries (e.g. Morocco, Jordan and/or Lebanon) where such work is possible but until now limited information has been publicly available on root causes and on governmental and civil society approaches to address VE. Research will in particular focus on two areas: (i) Research into grievances that are driving recruitment to violent extremism in different contexts and geographic areas within the country; (ii) Success or otherwise of development, justice and ROL policies and efforts that have been undertaken by state and other actors to counter or prevent radicalization and recruitment. Findings will be shared within Tunisia and in the broader MENA region, fostering better comparative analysis and strengthening the network of regional researchers.

*Improve Coordination:* CIC will organize focus group discussions that bring together policymakers, practitioners, academics, activists and youth from inside and outside the effected states/regions to review research findings around particular issues and act as a space to brainstorm solutions and changes in approach. This will include the organization of meetings between researchers, civil society actors and the Tunisian Counter Terrorism Commission to enhance better understanding of the challenges and enhance coordination and improve effectiveness of overall response to VE.

Outcomes, outputs, target audiences and partners:

<table>
<thead>
<tr>
<th>Relevant outcome</th>
<th>Outputs</th>
<th>Target Audience</th>
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| More effective national prevention programs informed by enhanced local research into causes and responses | ● Publish a set of thematic/policy papers based on local/field research in Tunisia  
● Publish findings from meetings comparing field research within Tunisia and within the rest of the MENA region | ● Member states; DPA/UN CT task force; engaged local and regional NGOs and foundations; traditional and social media |
| Improved coordination between security, development and human rights policymakers and | ● Policy paper on development and human rights contributions to PVE – shifts in approaches  
● Publish conclusions from the focused group meetings on areas such as recruitment, treatment of returning foreign fighters, role of women/girls in VE, etc. and from national | ● UN leadership and relevant agencies; member states developing PVE national plans; IGO’s and regional |
| between governmental mechanisms, researchers and civil society actors | workshops aimed at enhancing effectiveness through increased local coordination | organizations; local, regional and international NGO’s |

3.9. Shared outputs between thematic policy work and country engagement

CIC will seek to test some shared policy questions and ideas across the Afghanistan, DRC, Burundi and Tunisia engagements, linking these to current and evolving challenges engaging international attention. We will place an emphasis on the following areas:

- **In-country work on peacebuilding and prevention.** CIC will select countries for work in this area in consultation with the Peaceful, Just and Inclusive societies workstream. We foresee in-country cooperation in countries with peace operations that have also prioritized implementation of SDG16, including as members of the Pathfinders group.

- **Prevention and peace-building seminars.** DRC, Burundi, Afghanistan and Tunisia will all be covered in the prevention and peace-building seminars run by the thematic workstream.

3.10 Partnerships in country work

Beyond these engagements CIC will not seek to expand its own direct country work, but will where useful develop partnerships with other organizations such as ICG, CHD and ID to strengthen the “ground-truthing” and implementation traction of its policy work. These partnerships may take the form of support to another organization’s country work by providing advice on political, security and development policy linkages; or feedback from other organizations’ field presences to policy issues.
Annex 1: Progress to date and results FY2016-17

Key outcomes in FY2016-17 together with the CIC activities and products that supported them include:

**Strengthening multilateral governance and collective action**

**PROPOSED OUTCOME:** A leadership transition at the UN that is informed by strong analysis and debate on challenges and possible priorities

**PROJECTED OUTPUTS/RESULTS:**
- UNSG 2016 website focusing on substantive priorities for next SG agenda
- SG primer (with UNU)
- Support to outreach and events for the UN70 partner countries
- Short policy briefs

CIC’S CONTRIBUTION: During this period, CIC contributed to ongoing discussions within the transition team and EOSG on how best to implement the new Secretary-General’s reform agenda. The UNSG website was launched and CIC helped the cross-regional group of UN70 countries develop their list of recommendations for the incoming Secretary General. Subsequently, the SG’s transition team requested briefings on specific issues, and analysis was therefore provided in that form rather than through a joint primer with UNU. A retreat on prevention for the SG’s incoming team was held in March 2017, with Netherlands and UK support.

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<tr>
<td>A leadership transition at the UN that is informed by strong analysis and debate on challenges and possible priorities</td>
<td>• Support to outreach and events for the UN70 partner countries&lt;br&gt;• Short policy briefs&lt;br&gt;• UNSG 2016 website focusing on substantive priorities for next SG agenda&lt;br&gt;• SG primer (with UNU)</td>
<td>Completed:&lt;br&gt;• July 2016 – Cross-regional UN70 recommendations to the incoming SG completed on the basis of CIC analysis.&lt;br&gt;• September 2016 – UNGA side event: “The UN70 Initiative: Launching a new agenda for the next Secretary-General.”&lt;br&gt;• October 2016 - CIC has been engaged in a series of informal discussions with the EOSG on conflict prevention and restructuring of the peace and security pillar as well as QCPR follow up.&lt;br&gt;• November 2016 – UN70 partner countries met with the SG to discuss options for restructuring the Secretariat, supported by a long list of recommendations which CIC helped to finalize.&lt;br&gt;• February 2017 – Working jointly with the Peace &amp; Security workstream, CIC published a paper on restructuring of the Secretariat. (In-kind contribution)</td>
</tr>
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</table>
• March 2017 - Working jointly with the Peace & Security workstream, CIC facilitated a high-level retreat on preparing a UN integrated prevention platform in cooperation with the UN EOSG.
• May/June 2017 – CIC completed a paper for UN DESA on QCPR follow up.

Adapted:
• Adaptation of work on cross-pillar prevention driven by incoming SG’s priorities.
• CIC is planning to convene a high-level retreat to incorporate inputs from member states on the implementation of the SG’s prevention agenda, with the UN70 countries. At the request of the EOSG, it is being rescheduled for after the General Assembly.

Discontinued:
• Work on the UNSG 2016 website was shelved after the SG was selected in November 2016. The SG primer was not produced due to a lack of interest for lengthy, unofficial work from the Transition Team and opportunities to convey key ideas in other forms (several short notes were instead provided).

Humanitarian and development linkages

PROPOSED OUTCOME: Stronger humanitarian-development linkages and better development outcomes for populations affected by humanitarian crises.

PROJECTED OUTPUTS/RESULTS:
• Cross-system humanitarian-development action group actively collaborating on policy ideas (one retreat, 4 – 6 meetings)
• Papers on (i) operationalizing the new model to address protracted displacement – a spectrum of approaches; (ii) instruments to finance protracted humanitarian spillovers.

CIC’S CONTRIBUTION: During this period, CIC facilitated a debate between member states and UN entities on implementation after the World Humanitarian Summit. At the request of the Humanitarian-Development Action Group, CIC has taken steps to undertake a study of efforts by UN country offices to address the humanitarian-development divide and to implement the new ways of working, as adopted at the World Humanitarian Summit.
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</table>
| Stronger humanitarian-development linkages and better development outcomes for populations affected by humanitarian crises | ● Cross-system humanitarian-development action group actively collaborating on policy ideas (one retreat, 4 – 6 meetings) | Completed:  
• CIC supported and moderated an event at the Humanitarian Assistance segment of ECOSOC.  
• CIC organized five (5) meetings of the HDAG where members discussed and informally agreed on shared approaches to: 1) country level implementation challenges; 2) the September 2016 high-level meeting on large scale movements of refugees and migrants; 3) IASC-UNDG processes on new ways of working; and 4) policy meetings in Dakar, Copenhagen, and Istanbul.  
• The HDAG also produced short notes on international financing instruments and lessons of multi-stakeholder partnerships as well as a tracking of country-level opportunities for New Ways of Working.  
• CIC served as the main facilitator of the IASC/UNWGT two-day workshop in October 2016.  
• November 2016 – CIC produced a TOR consisting of two tracks: Track 1) tracking country-level opportunities and developments to showcase success and challenges on the ground and provide informal support to the implementation of new ways of working and Track 2) conducting an independent review to highlight practical implications of the new ways of working and document progress in the field.  
• CIC attended, helped in the planning of, and served as a moderator for, meetings in Copenhagen and Istanbul related to the new way of working; and participated (along with OCHA and UNDP) in a conference on humanitarian-development issues at NYU. |

**PROPOSED OUTCOME:** Improved understanding of the refugee and migration crisis

**PROJECTED OUTPUTS/RESULTS:**

● Two or three short analytical papers

**CIC’S CONTRIBUTION:** Due to funding constraints, CIC has postponed its work on new think pieces and related field visits to FY 2017-2018 (this work has now been funded and will start in November 2017).
In the meantime, CIC has become actively engaged in efforts to improve responses to refugee crises and protracted displacement situations: the center is currently co-directing an Experts Working Group on the Global Refugee Compact; and CIC’s Director has joined the World Refugee Council as a Councilor.

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<tbody>
<tr>
<td>Improved understanding of refugee and migration crises</td>
<td>● Two or three short analytical papers</td>
<td>Adapted:</td>
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<td>● CIC conducted consultations with IOM and the recently appointed Special Representative for Migration on the scope of this work, which is expected to proceed from July 2017.</td>
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<td>● CIC has input ideas to the UNHCR CRRF</td>
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<td>● April 2-17 - CIC Director facilitated part of high-level debates on migration.</td>
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<td>● CIC is co-directing an experts working group on the Global Refugee Compact.</td>
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<td>● CIC’s Director has become a Councilor on the World Refugee Council.</td>
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*Improving the effectiveness of political and security instruments*

**PROPOSED OUTCOME:** To increase the effectiveness of global peace operations

**PROJECTED OUTPUTS/RESULTS:**

- *Global Peace Operations Review (GPOR)* website
- A series of commissioned essays on GPOR to analyze tools, practices, and systems of conflict prevention.
- Research papers analyzing the restructuring of the Secretariat and improving peace operations leadership
- Field research on the daily lives of peacekeepers

**CIC’S CONTRIBUTION:** During this period, 53 articles (47 by female and 27 male authors) were published on GPOR covering better peacekeeping, peacebuilding, and conflict prevention. Between July 2016 and June 2017, 39,004 unique visitors read 60,456 pages on GPOR. The top five pages of content in order were: the featured data page; Karin Landgren’s “Lost Agenda” focused on gender parity in the Secretariat; Richard Gowan’s articles on when peacekeepers should leave and Ten Trends in Peacekeeping; and Alexandra Novoseloff’s analysis of the use of caveats in UN peacekeeping operations. CIC has made a noted contribution by providing evidence and data that is underpinning the ongoing debate about gender parity at the United Nations. During this period, Karin Landgren’s *Lost Agenda* article regarding gender parity in senior UN appointments was cited in reporting by *The New York Times* and *Foreign Policy*. CIC is also understood to be the only public source of a complete data set by gender and nationality of the former Secretary-General’s senior appointments in 2015 and
2016. It now serves as the baseline against which the new SG will measure progress towards achieving gender parity in senior appointments.

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<tr>
<td>To increase the effectiveness of global peace operations</td>
<td>• Global Peace Operations Review (GPOR) website</td>
<td>Completed:</td>
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<td></td>
<td>• A series of commissioned essays on GPOR to analyze tools, practices, and systems</td>
<td>• July 2016 - CIC published a public data set of senior appointments at the UN disaggregated by gender and nationality, which is updated regularly.</td>
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<td>of conflict prevention.</td>
<td>• January 2017 – Published the 2016 Annual GPOR Compilation.</td>
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<td>• Research papers analyzing the restructuring of the Secretariat and improving peace</td>
<td>• February 2017 – Working jointly with the Multilateral Governance workstream, CIC published a paper on restructuring of the Secretariat.</td>
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<td>operations leadership</td>
<td>• May 2017 – Published a paper on the UN Security Council and Conflict Prevention.</td>
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<td></td>
<td>• Field research on the daily lives of peacekeepers</td>
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<td>Underway:</td>
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<td>• Research papers on conflict prevention still in the pipeline.</td>
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<td>Adapted:</td>
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<td>• The effort anticipated to be applied to a project on the lives of peacekeepers was</td>
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<td>refocused towards conflict prevention.</td>
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PROPOSED OUTCOME: To better prepare the new UN Secretary-General and their team for the challenges in the field of peace and security

PROJECTED OUTPUTS/RESULTS:

• Expert meetings, briefing books, & stakeholder engagement with key UN figures and member states.

• Intellectual partnership with Wilton Park and others to host a conference in late 2016

CIC’S CONTRIBUTION: Since the SG announced that conflict prevention would be a key priority of his tenure, CIC initially with the SG’s Transition Team and then with the Executive Office of the Secretary General (EOSG) to discuss the SG’s prevention vision and its implementation across the UN pillars. In March 2017, in cooperation with the UN EOSG, CIC facilitated an event on preparing a UN integrated prevention platform with 30 senior UN officials from the field and HQ. Due to the success of this event, CIC has been asked to convene a follow-up meeting, currently scheduled for June 2017, for the purpose of incorporating feedback from member states into the implementation process. This event is designed to support follow-on from the UN70 initiative.
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</table>
| To better prepare the new UN Secretary-General and their team for the challenges in the field of peace and security | • Expert meetings, briefing books, & stakeholder engagement with key UN figures and member states.  
• Intellectual partnership with Wilton Park and others to host a conference in late 2016 | Completed:  
• Series of meetings with Transition Team and EOSG on conflict prevention.  
March 2017 - Working jointly with the Multilateral Governance workstream, CIC facilitated a high-level retreat on preparing a UN integrated prevention platform in cooperation with the UN EOSG.  
Adapted:  
• The partnership with Wilton Park was discontinued for administrative reasons, but the retreat went ahead as planned.  
• CIC is planning to convene a high-level retreat to incorporate inputs from member states on the implementation of the SG’s prevention agenda, with the UN 70 countries. At the request of the EOSG, it is being rescheduled for after the General Assembly. |

PROPOSED OUTCOME: To reinvigorate the commitment of the UN Secretariat and member states to the organization’s role in conflict prevention & sustaining peace

PROJECTED OUTPUTS/RESULTS:
• A series of outreach events with Secretariat & member states around prevention & sustaining peace

CIC’S CONTRIBUTION: CIC was a key organizer of a series of Applying Sustaining Peace workshops with the International Peace Institute (IPI) and Dag Hammarskjöld Foundation. CIC also helped the Mission of Mexico set up its Friends of Sustaining Peace group by helping to prepare the concept and first meeting.

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</table>
| To reinvigorate the commitment of the UN Secretariat and member states to the organization’s role in conflict prevention & sustaining peace | A series of outreach events with Secretariat & member states around prevention & sustaining peace | Completed:  
• December 2016 - CIC organized an event on Sustaining Peace in the Urban World in conjunction with the International Peace Institute (IPI), Terreform, Peacebuilding Support Office (PBSO), and UN Habitat as well as the missions of Australia and the Netherlands.  
• February 2017 – Joint CIC-IPI event on |
restructuring the Secretariat to strengthen preventative diplomacy and peacebuilding.

- March 2017 - Sustaining Peace and Prevention: Comparing Responses to Crises in Gambia and Burundi compared a success story in Gambia with the case of Burundi, where UN peacebuilding has struggled.
- May 2017 – A number of different streams of CIC’s work was brought together with the event on The Links Between Prevention, the 2030 Agenda, and Sustaining Peace.

Adapted:
- After helping frame the Friends of Sustaining Peace, CIC’s active support to this group has decreased after the key personnel focused on this effort returned to employment at the UN.

Human Rights, Democracy and Violent Extremism

PROPOSED OUTCOME: More effective development programs informed by comparative experiences; multi-lateral and national level decision making informed by data; voices from the South incorporated into global decision making

PROJECTED OUTPUTS/RESULTS:
- Expert meeting to review study methodology and data: mechanisms of recruitment of foreign fighters into extremist groups and global/local grievances to be tested in high risk theatres; subset of “ISIS-supporting” twitter accounts.
- Publish country case studies based on field research
- Comparative policy paper and think pieces on topical issues drawing on the data analysis and fieldwork.

CIC’S CONTRIBUTION: In July 2016, CIC organized a meeting to convene North African academics to examine drivers of violent extremism and to explore ways of strengthening their work. Key challenges to fieldwork implementation were identified, and recommendations were made on how best to deal with governments and donors to facilitate this work. Several key donors and the Tunisian Counter Terrorism Commission also attended. Civil society groups in Tunisia have published a first report on the available data regarding radicalization in Tunisia and of foreign fighters. They are now embarking on prison visits interviewing some of those detained as part of further research into the root causes of
radicalization. In discussion with the Swiss Embassy, funding is being earmarked to enable field research in Tunisia and to support a second sub-regional meeting of researchers aimed at further strengthening this work.

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| More effective development programs informed by comparative experiences; multi-lateral and national level decision making informed by data; voices from the South incorporated into global decision making | ● Expert meeting to review study methodology and data: mechanisms of recruitment of foreign fighters into extremist groups and global/local grievances to be tested in high risk theatres; subset of “ISIS-supporting” twitter accounts.  
● Publish country case studies based on field research  
● Comparative policy paper and think pieces on topical issues drawing on the data analysis and fieldwork. | Completed:  
● July 2016 - Organized July meeting to convene North African academics to examine drivers of violent extremism and to explore ways of strengthening their work.  
Underway:  
● Working with individual researchers and civil society groups to disseminate work  
● Planning for follow-up meeting of sub-regional researchers  
Adapted:  
● The conduct of field research to support country case studies and comparative policy papers has been postponed until sustained funding is identified. |

PROPOSED OUTCOME: Improved coordination between security, development and human rights policymakers

PROJECTED OUTPUTS/RESULTS:
● Policy paper on development and human rights contributions to PVE – shifts in approaches  
● Publish conclusions from the focused group meetings  
● Publish conclusions from workshops

CIC’S CONTRIBUTION: Pending funding for CIC, we encouraged the UN country team in Tunisia (and in Libya as they are based in Tunis) to focus on this area, to enhance research into data that informs strategies, and to seek improved coordination through organized, regular meetings. CIC has also facilitated contact between UNCT in Tunis, Hedayah in Dubai and the Global Community Engagement and Resilience Fund in Geneva to ensure improved coordination on funding to the Tunisian government and Commission, as well as to emphasize the focus on improved coordination between development, security and human rights actors. The Libya UNCT is organizing a roundtable with UN agencies and key experts to look at developing a strategy for an integrated approach and to identify research gaps. UN Tunisia has established a post funded by the Swiss to coordinate UNCT work with the Counter Terrorism Commission, and coordination among donors has also increased.
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<tbody>
<tr>
<td>Improved coordination between security, development and human rights policymakers</td>
<td>● Policy paper on development and human rights contributions to PVE – shifts in approaches</td>
<td>Completed:</td>
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<tr>
<td></td>
<td>● Publish conclusions from the focused group meetings</td>
<td>• Supported two UN organized meetings in Tunisia: one on VE with PRI and the prisons administration and another on a holistic approach to PVE with the Counter Terrorism Commission.</td>
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<td>Publish conclusions from workshops</td>
<td>• Facilitated engagement between the UNCT in Tunis, Hedayah, the GCERF, and improved coordination on funding to the Tunisian government and Commission.</td>
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<td>Adapted:</td>
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<td>• The development of policy papers and subsequent publications has been postponed until sustained funding is identified.</td>
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**PROPOSED OUTCOME:** More effective National Plans leading to a measurable reduction in VE; indicators lead to periodic reviews and improvement.

**PROJECTED OUTPUTS/RESULTS:**
- Guidelines and recommendations for states, based on field studies, online data and comparative analysis
- Indicators and milestones to measure progress in PVE

**CIC’S CONTRIBUTION:** In December 2016, CIC organized a meeting with the Tunisian Commission on Counter Terrorism, which was then followed by a larger more formal conference with UNCT agencies in Tunis. The Tunisian Commission on Counter Terrorism is already reviewing the adopted strategy to improve the prevention element within it, to enhance research capacity focused on empirical evidence, and to focus on consultations with civil society. A draft Jordanian National Strategy on P/CVE, developed with the help of UNDP, is being peer reviewed in January in light of other experiences. CIC also facilitated links with Swiss and Dutch donors to assist the Commission in the further development of an Action Plan, and is also part of the peer review group looking at the draft Jordanian national strategy and action plan.
Sustainable development and peaceful societies

PROPOSED OUTCOME: Foster consensus on key delivery gaps and opportunities

PROJECTED OUTPUTS/RESULTS:
- Seminar in Geneva in November 2016 reviewing gaps and opportunities.
- Short outcome documents
- Paper on SDG partnerships, analyzing characteristics of effective partnerships, gaps and areas of “quick win”
- Workshop to explore delivery challenges in gap areas

CIC’S CONTRIBUTION: CIC’s analysis has focused debate on the need for action to address four inter-related gaps in delivery: (i) leave no one behind; (ii) inequality; (iii) oceans; and (iv) peaceful, just and inclusive societies.

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<tr>
<td>Foster consensus on key delivery gaps and opportunities</td>
<td>- Seminar in Geneva reviewing gaps and opportunities, mirrored on February 2016 meeting in New York&lt;br&gt;- Short outcome documents&lt;br&gt;- Paper on SDG partnerships, analyzing characteristics of effective partnerships, gaps and areas of “quick win”&lt;br&gt;- Workshop to explore delivery challenges in gap areas</td>
<td>Completed:&lt;br&gt;- July 2016 - Publication and launch of SDG partnerships paper, Turning Ambition into Reality.&lt;br&gt;- November 2016 - Seminar on Agenda 2030 delivery in Geneva.</td>
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PROPOSED OUTCOME: Create an action platform to coordinate and accelerate the delivery of SDG16

PROJECTED OUTPUTS/RESULTS:
- Member state consultation and expert briefing
- Formation of informal group of pathfinder countries and others working on SDG 16 and initial meetings
- Seminars with members of the Action Platform on Task Force work on violence prevention
- Draft roadmap on SDG16 delivery
- High level event to launch roadmap and action platform
CIC’s Contribution: CIC completed the background analysis to support this work (including the analysis on targets, maintaining the partnerships database, circulating a generic presentation, and producing a draft data and evidence paper, along with two discussion papers). Based on this work, CIC conducted sustained outreach over the course of this period, delivering numerous presentations and consulting with member states and other stakeholders. The Pathfinders initiative is now well established in New York with member states and UN entities. Support from member states and other stakeholders for a roadmap and platform for the delivery of the SDG targets for peaceful, just and inclusive societies has been translated into a final consultation version of the Roadmap for Peaceful, Just and Inclusive Societies, which was presented at a side event to the HLPF in July 2017, with commitment to the roadmap and initiative from 21 countries. A final version was launched at UNGA in September. CIC has developed an unmatched overview of existing and planned efforts to implement the SDG16+ targets, which provided the basis for the roadmap. CIC continues to build links between various SDG16+ initiatives and is in a good position to influence increased strategic coherence. A work plan for Phase 2 of the program covering 2018/2019 is being developed, which will prioritize national and international delivery, as well as three grand challenges focusing on peace, justice and inclusion.

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<tr>
<td>Create an action platform to coordinate and accelerate the delivery of SDG16</td>
<td>• Member state consultation and expert briefing</td>
<td>Completed: Developing and publishing a roadmap</td>
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<td>• Formation of informal group of pathfinder countries and other working on SDG 16 and</td>
<td>• March 2017 - Roadmap discussion paper circulated</td>
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<td>initial meetings</td>
<td>• May-June 2017 - Zero draft circulated and consultation carried out</td>
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<td>• Seminars with members of the Action Platform on Task Force work on violence prevention</td>
<td>• June 2017 – Version 2 circulated and case studies checked</td>
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<td>• Draft roadmap on SDG16 delivery</td>
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<td>• High level event to launch roadmap and action platform</td>
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**Hosted or Co-hosted Events**

- July 2016 - Seminar held during the HLPF.
- September 2016 - Side event held at the UNGA where the Pathfinders initiative was launched.
- November 2016 - Draft of data and evidence paper prepared; Pathfinders retreat for SDG 16 initiative held at Greentree.
- November 2016 - Peace, Justice and Gender Equality - Lessons from Colombia, side event held with the Colombian Mission and UN Women.
- November 2016 - Seminar to explore strategies for strengthening SDG16+ data.
- January 2017 - Presentation of the Pathfinders initiative at the President of the General Assembly’s High Level Thematic Debate “Building Sustainable Peace for all: Synergies between the 2030 Agenda for Sustainable Development and the Sustaining Peace Agenda.”
- March 2017 - A seminar on access to justice, co-
hosted with the Open Society Justice Initiative.

- March 2017 - Seminar on violence against women and children, co-hosted with UN Women and the Global Partnership to End Violence against Children
- March 2017 - Executive Office of the Secretary-General retreat on prevention (New York)
- May 2017 - Side event at the Commission on Crime Prevention and Criminal Justice meeting, co-hosted with Switzerland and SAS
- May 2017 - 2030 Agenda and Sustaining Peace workshop, co-hosted with Dag Hammarskjöld Foundation and IPI
- May 2017 - Side event at the Urban Crime, Good Governance & Sustainable Development Expert Group Meeting, co-hosted with UNODC, UN Habitat and Canada
- June 2017 - Workshop with Global Citizen on communications, advocacy and movement-building
- June 2017 - 2030 Agenda event on inclusive societies co-hosted with Czech, Argentinian, and Georgian Missions

Presentations/Brainstorms on the Roadmap

- May 2017 - Executive Office of the Secretary-General
- May 2017 - Urban Crime, Good Governance & Sustainable Development Expert Group Meeting
- June 2017 - Panel at UNDP Rule of Law event
- June 2017 - National Network of Safe Communities Conference
- June 2017 - QUNO Peacebuilding workshop
- June 2017 - Violence prevention retreat, Network of Safe Communities and USAID
- June 2017 - Global Alliance on Reporting workshop

Consultation Meetings

Meetings to discuss discussion paper and/or zero draft with OSF, UNDP, UN Women, IPI, World Bank, CGD, OGP, Omidyar Network, UNF, Wellspring, Results for Development, Georgetown University, UN Habitat, UN ECOSOC, UN Human Security, Global Partnership to End Violence Against Children, UN PGA, Local Welcome, UNODC, TAP Network, Restless Development, Involve, Tax Justice Network, DFID SDG16 Comms Hub, SDG Lab,

Other Related Items
- Tie in to UN-WB prevention report (advisory committee and authors’ group)
- Discussion paper on the QCPR response.

Strengthening the group of Pathfinders

Strengthen the Network, Add New Pathfinders (esp fragile), and Develop Action Platform

- NYC consultation - Member states (hosted by co-convenors); UN system (UNDP/UNODC/UN Women/UNICEF/UN Habitat); Civil society (QUNO)
- Geneva consultation - Friends of Agenda 2030 in Geneva (hosted by Luxembourg); SDG Lab meeting; Consultation dinner with member states (hosted by co-convenors); Solutions Forum – consultation with civil society (hosted by Graduate Institution and Maison de la Paix)
- Vienna consultation Side event (see above)
- g7+ - High-level meeting in Dili
- Other meetings with member states - Argentina, Australia, CAR, Canada, Czech Republic, Bangladesh, Brazil (including in Brasilia), Georgia, Germany, Guatemala, Indonesia, Sierra Leone, Somalia, Sri Lanka, Sweden, Tunisia, UK.

Online and Email Consultation

- Discussion paper sent to over 550 individuals, with feedback from 60+ respondents from the online survey and 20+ responses via email; three in-person meetings held with 59 participants.
- Zero draft sent to over 700 individuals, consultation meetings held to gather information, as well as specific feedback from 15+ further organizations.
- Consulted on of Version 2 and requested case studies
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<th>From around 20 countries.</th>
</tr>
</thead>
</table>

**Transforming the Pathfinders into an action platform**
- Options paper for the future of the Pathfinders prepared for discussion with the convenors.
- Concept note prepared for HLPF event, room confirmed and invitations issued
- Draft concept note for UNGA event
- Discussed event at annual meetings with the World Bank.

**Underway:**
- Updated drafts of evidence and data papers.
- Planning for UNGA launch event in September
- Final consultation draft of the roadmap for presentation at HLPF 2017
- Final version of the roadmap for launch at UNGA 2017

**Adapted**
Program document for Phase 2 covering 2018/2019 written

**PROPOSED OUTCOME:** Deepen the intellectual foundations for successful delivery of SDG16

**PROJECTED OUTPUTS/RESULTS:**
- Peaceful and Inclusive Societies Task Force formed, with 12 global experts
- At least 20 key international and national stakeholders engaged in supporting Task Force
- Three briefing papers published
- Online submissions and consultation
- Report published
- Launch event
- [Repeat for new theme in year 2]

**CIC’S CONTRIBUTION:** This work is in the early stages of implementation and will be the focus continuing into 2018/2019. CIC plans to focus on three Grand Challenges tied to peace, justice and inclusion. Currently, CIC has completed a concept note for one of the three Grand Challenges – a Task Force on Access to Justice – and will continue working on the grand challenges for peace and inclusion during 2018/2019.

31
<table>
<thead>
<tr>
<th>Relevant outcome</th>
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<th>Actual Outputs/Results to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deepen the intellectual foundations for successful delivery of SDG16</td>
<td>● Peaceful and Inclusive Societies Task Force formed, with 12 global experts</td>
<td>Completed:</td>
</tr>
<tr>
<td></td>
<td>● At least 20 key international and national stakeholders engaged in supporting Task Force</td>
<td>● Concept note for one of the three planned grand challenge areas</td>
</tr>
<tr>
<td></td>
<td>● Three briefing papers published</td>
<td>Underway:</td>
</tr>
<tr>
<td></td>
<td>● Online submissions and consultation</td>
<td>● Planning and engagement with countries and organizations for grand challenges</td>
</tr>
<tr>
<td></td>
<td>● Report published</td>
<td>Adapts:</td>
</tr>
<tr>
<td></td>
<td>● Launch event</td>
<td>● We plan to work on three Grand Challenge areas tied to peace, justice and inclusion including a Task Force on Access to Justice, a Commission on Inclusion, and a Movement to Halve Global Violence</td>
</tr>
<tr>
<td></td>
<td>● [Repeat for new theme in year 2]</td>
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</tr>
</tbody>
</table>

**PROPOSED OUTCOME: Strengthen integration between SDG16 and the rest of Agenda 2030**

**PROJECTED OUTPUTS/RESULTS:**
- Seminar on SDG16 and health
- Seminar on SDG16 and education
- Joint plan of action for health
- Joint plan of action for education
- SDG16 and health joint working group
- SDG16 and education joint working group

**CIC’S CONTRIBUTION:** Work on this objective has not yet commenced.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Strengthen integration between SDG16 and the rest of Agenda 2030</td>
<td>● Seminar on SDG16 and health</td>
<td>Adapted:</td>
</tr>
<tr>
<td></td>
<td>● Seminar on SDG16 and education</td>
<td>● Work on this objective has been subsumed and superseded by the other objectives in this annex, and in the above work plan for 2017 - 2019</td>
</tr>
<tr>
<td></td>
<td>● Joint plan of action for health</td>
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<tr>
<td></td>
<td>● Joint plan of action for education</td>
<td></td>
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<tr>
<td></td>
<td>● SDG16 and health joint working group</td>
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</tr>
<tr>
<td></td>
<td>● SDG16 and education joint working group</td>
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</table>
Country engagement

CIC has a deep and long-standing program of operational engagement in Afghanistan and Pakistan. This has proven invaluable both for the progress made in country, international and regional support; and for the on-the-ground feedback provided to inform CIC’s policy work. A smaller program of engagement exists on the development side in Somalia, and in 2015 CIC started to host a new program of the Congo Research Group on political, security and related issues in the DRC. In the FY16-17 and FY17-18 period, CIC will aim to maintain a maximum of 3-4 country or regional engagements in complex situations that raise and test global policy issues.

Afghanistan Pakistan Regional Project

PROPOSED OUTCOME: US-China Dialogue on areas of converging interests.

PROJECTED OUTPUTS/RESULTS:

- US-China Dialogue: Rapporteur summaries from the gatherings; generation of policy papers for the capitals of both countries; ad hoc memos to high-level officials of Afghanistan and Pakistan.

CIC’S CONTRIBUTION: In July 2016, CIC published the confidential rapporteurs summary of a US-China + Central Asia dialogue in Bishkek, Kyrgyzstan. The immediate result of the project was continued engagement between American and Chinese scholars and experts on the question of Afghanistan and Pakistan. This was followed by frank discussions and policy recommendations for Beijing and Washington. In December 2016, Dr. Rubin also completed a fellowship with CIIS in Beijing. The fellowship brought more synergy and synchronized bilateral and regional components of the project by engaging Chinese partners in the processes. The exchange shed light on the Chinese thinking on the prospect of a peace process in Afghanistan. It also enabled the two sides to discuss the potential impact of the incoming U.S. administration.

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</table>
| US-China Dialogue on areas of converging interests. | • US-China Dialogue: Rapporteur summaries from the gatherings; generation of policy papers for the capitals of both countries; ad hoc memos to high-level officials of Afghanistan and Pakistan.  
• US-China-India Dialogue: Continuous engagement with the Delhi Policy Group and synergizing US-China dialogue activities. | Completed:  
• In July 2016, CIC published the confidential rapporteurs summary of a US-China + Central Asia dialogue in Bishkek, Kyrgyzstan.  
• In December 2016, Barnett Rubin completed the first phase of a fellowship at CIIS in Beijing.  
Discontinued:  
• Due to the outcome of the of the 2016 US election, and the lack of clarity around the Trump administration’s posture with respect to China, this work was discontinued. |
**PROPOSED OUTCOME:** Regional and international cooperation on Afghanistan and Pakistan.

**PROJECTED OUTPUTS/RESULTS:**
- US-China+ dialogues (i.e. Central Asia): rapporteur summaries from the gatherings; and generation of policy papers
- Continuous engagement with the New America’s Iran initiative and exploring the idea of a US-Iran dialogue on Afghanistan.
- Initiation of US-Iran dialogue on Afghanistan
- High level and field consultations around the role of the UN in post transition Afghanistan and production of a report from the findings.

**CIC’S CONTRIBUTION:** Following the Bishkek talks in 2016, the project also explored the positions of Central Asian countries. Central Asian experts acknowledged the need for a regional strategy for Afghanistan, which is lacking in the moment, and the meeting inspired debates regarding the lack of a regional strategy on Afghanistan and different proposals to cope with Pakistan. The longer-term expected impact of the project was greater increased cooperation between China and the US in Afghanistan and Pakistan, though we cannot predict what the new US administration might do.

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</table>
| Regional and international cooperation on Afghanistan and Pakistan. | - US-China+ dialogues (i.e. Central Asia): rapporteur summaries from the gatherings; and generation of policy papers  
- Continuous engagement with the New America’s Iran initiative and exploring the idea of a US-Iran dialogue on Afghanistan.  
- Initiation of US-Iran dialogue on Afghanistan  
- High level & field consultations around the role of the UN in post transition Afghanistan & production of a report. | Completed:  
- In December 2016, Barnett Rubin and Tom Gregg of HDC co-authored an article for Rising Powers Quarterly, titled “China-U.S. Cooperation in Central and South Asia.” The article can be accessed [here](#).  
Adapted:  
- In consultation with Norway, CIC-APRP is currently reframing this work to focus instead on the history of the peace process in Afghanistan for the purpose of producing a short book on the subject. |

34
**PROPOSED OUTCOME:** Analysis of a political settlement and constitutional review.

**PROJECTED OUTPUTS/RESULTS:**

- Thematic Work: Production of papers on Afghanistan’s constitution review and amendment.

CIC’S CONTRIBUTION: During this period, CIC published two papers on this topic. The first was a study of political milestones in the National Unity Government agreement. The second was on the prospect for a political settlement between the Afghan National Unity Government and the Taliban. The publications and the conversations around the subject matter have contributed to the ongoing momentum for a potential political settlement with the Taliban. While there is frustration over increasing insecurity across the country as a result of Taliban insurgency, a political solution is seen as the only viable option.

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<tbody>
<tr>
<td>Analysis of a political settlement and constitutional review.</td>
<td>Thematic Work: Production of papers on Afghanistan’s constitution review and amendment.</td>
<td>Completed:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• In August 2016, APRP published a study of political milestones in the National Unity Government agreement, which discussed Afghan election reforms and constitutional amendment, and its relations with political settlement with the Taliban, and the role of the US in the process.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A second paper was published for public domain and focused on the prospect of Afghan National Unity Government and a political settlement with the Taliban. The paper analyzed Afghanistan’s initial political settlement at Bonn Agreement through today.</td>
</tr>
</tbody>
</table>

**PROPOSED OUTCOME:** Assessment of the Reform Agenda

**PROJECTED OUTPUTS/RESULTS:**

- Producing a report on Government of Afghanistan’s reform agenda which will draw a clearer picture on progress; challenges; way forward; and will identify areas of prioritization on reforms

CIC’S CONTRIBUTION: This section was partly reflected in the analysis above, but due to funding gap this pillar of the project was not fully implemented.

<table>
<thead>
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<tbody>
<tr>
<td>Assessment of the Reform Agenda</td>
<td>Producing a report on Govt of Afghanistan’s reform agenda which will draw a clearer picture on progress; challenges; way forward; and identify areas of prioritization on reforms</td>
<td>Adapted:</td>
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<tr>
<td></td>
<td></td>
<td>• This work was temporarily put on hold due to delays in securing the necessary funding.</td>
</tr>
</tbody>
</table>
**Somalia**

**PROPOSED OUTCOME:** Enhanced understanding of non-traditional donors’ approaches and priorities for reducing fragility

**PROJECTED OUTPUTS/RESULTS:**
- Occasional papers and policy briefs on Turkey’s role and approaches in Somalia
- Comparative paper with SAIIA on non-traditional donors’ approaches in Africa
- Seminar with the African Union
- Academic journal article

**CIC’S CONTRIBUTION:** CIC, in collaboration with SAIIA, delivered on all of its programmatic obligations in this area. In June of 2016, CIC attended and presented at a seminar at the African Union, organized by SAIIA. Later in the year, CIC and SAIIA published a policy brief on Turkey’s involvement in Somalia and followed that up with a conference in December, at which senior UN and diplomatic personnel were in attendance.

<table>
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<tbody>
<tr>
<td>Enhanced understanding of non-traditional donors’ approaches and priorities for reducing fragility</td>
<td>* Occasional papers and policy briefs on Turkey’s role and approaches in Somalia&lt;br&gt;Comparative paper with SAIIA on non-traditional donors’ approaches in Africa&lt;br&gt;Seminar with the African Union Academic journal article</td>
<td>Completed:&lt;br&gt;• November 2016 - Published policy brief on Turkey’s involvement in Somalia.&lt;br&gt;• December 2016 - Organized a conference at the Bahai International Center in New York, attended by senior UN and diplomats.&lt;br&gt;• June 2016 - Attended and presented at a seminar at the African Union, organized by SAIIA.&lt;br&gt;• February 2017 - Presented academic article at the International Studies Association meeting in Baltimore.</td>
</tr>
</tbody>
</table>

**Congo Research Group**

**PROPOSED OUTCOME:** Enhance understanding of conflict dynamics in the Democratic Republic of the Congo in the run-up to local and national elections in 2015-2016

**PROJECTED OUTPUTS/RESULTS:**
- An investigative report on security dynamics related to elections
- A policy report on the electoral process
- A policy report on regional dynamics related to elections and the role of the AU, ICGLR, and SADC
- Profiles and maps of armed groups in the eastern Congo
- A violence tracker for the Kivus region that can track and measure trends in violence
- CRG website with weekly podcasts, caricatures, and blog entries

CIC’S CONTRIBUTION: In terms of impact, CIC-CRG’s work garnered significant attention during this period. CIC-CRG’s reports were mentioned and quoted on the BBC, RFI, New York Times, Reuters, Bloomberg News, Agence France Press, the Washington Post, Newsweek, VOA, Le Monde, the Guardian, Al Jazeera and many others, and CRG staff interviewed extensively as well. There were also frequent meetings with senior UN staff, African Union officials, State Department officials, and foreign diplomats based in Kinshasa.

<table>
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</table>
| Enhance understanding of conflict dynamics in the Democratic Republic of the Congo in the run-up to local and national elections in 2015-2016 | - An investigative report on security dynamics related to elections  
  - A policy report on the electoral process  
  - A policy report on regional dynamics related to elections and the role of the AU, ICGLR, and SADC  
  - Profiles and maps of armed groups in the eastern Congo  
  - A violence tracker for the Kivus region that can track and measure trends in violence  
  - CRG website with weekly podcasts, caricatures, and blog entries | Completed:  
  • August 2016 - Published an analytical report on the electoral process.  
  • Published 45 blog posts, seen 120,000 times in 2016.  
  • Published opinion or analysis pieces in the Washington Post, Foreign Policy, and Africa is a Country.  
  • Published 16 podcasts on iTunes and Soundcloud in 2016. |

PROPOSED OUTCOME: Improve the efficiency of donor interventions

PROJECTED OUTPUTS/RESULTS:
- Investigative report evaluating different “theories of change” and their impact on conflict in the eastern DRC
- Policy report on MONUSCO
- Policy report on the DDR process

CIC’S CONTRIBUTION: This work was temporarily put on hold due to delays in securing the necessary funding.

<table>
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</thead>
</table>
| Improve the efficiency of donor interventions | - Investigative report evaluating different “theories of change” and their impact on conflict in the eastern DRC  
  - Policy report on MONUSCO  
  - Policy report on the DDR process | Adapted:  
  • Policy report on MONUSCO (forthcoming for 2017).  

Discontinued:  
- Investigative report evaluating different
PROPOSED OUTCOME: Render the Congolese government and political parties more accountable

PROJECTED OUTPUTS/RESULTS:
- Nationally representative poll of Congolese political opinion in the run-up to national elections
- Series of short reports on the political economy of hydroelectric power, political patronage, and development

CIC’S CONTRIBUTION: In collaboration with BERCI, a Congolese polling firm, CIC-CRG conducted and published a nationwide poll of political attitudes among the Congolese electorate. The polling project included analysis and three essays by prominent Congolese scholars (October–November 2016).

<table>
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</table>
| Render the Congolese government and political parties more accountable | • Nationally representative poll of Congolese political opinion in the run-up to national elections  
• Series of short reports on the political economy of hydroelectric power, political patronage, and development | Completed:
• October – November 2016: Published a nationwide poll with analysis and three essay by prominent Congo scholars. 

Adapted:
• Series of short reports on the political economy of hydroelectric power, political patronage, and development (forthcoming 2017). |

PROPOSED OUTCOME: Support local researchers and civil society groups working on conflict in the DR Congo

PROJECTED OUTPUTS/RESULTS:
- Collaboration with the Centre d’Études Politiques at the University of Kinshasa
- Methodological workshop with Congolese researchers on conflict
- Institutional support to BERCI polling firm in Kinshasa
- Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely information and analysis of conflict dynamics

CIC’S CONTRIBUTION: During this period, CIC-CRG established a working partnership with BERCI and carried out 4 methodological workshops with local research teams working on massacres around Beni. In addition, and in collaboration with Human Rights Watch, CIC-CRG set up a network of 20 researchers across the country to provide timely information and analysis of conflict dynamics.
<table>
<thead>
<tr>
<th>Relevant outcome</th>
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</table>
| Support local researchers and civil society groups working on conflict in the DR Congo | ● Collaboration with the Centre d’Études Politiques at the University of Kinshasa  
● Methodological workshop with Congolese researchers on conflict  
● Institutional support to BERCI polling firm in Kinshasa  
● Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely information and analysis of conflict dynamics | Completed:  
• Carried out 4 methodological workshops with local research team working on massacres around Beni.  
• Established working partnership with BERCI.  
• Together with Human Rights Watch, set up a network of 20 researchers across the country to provide timely information and analysis of conflict dynamics. |