

United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region - Action Plan

2021-2023



OFFICE OF THE UN SPECIAL ENVOY
FOR THE GREAT LAKES REGION

This document was prepared by the Office of the Special Envoy of the Secretary-General for the Great Lakes region (OSES-G-L), based on extensive consultations with key stakeholders from within the United Nations (UN) system and beyond. It was adopted by the Senior Policy Group on 8 July 2021. The proposals, interpretations and conclusions expressed herein also do not necessarily reflect the views of the Secretary-General of the United Nations or those of Member States of the United Nations.

The UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region can be accessed here: <https://undocs.org/en/S/2020/1168>

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Please cite the document as follows: Office of the Special Envoy of the Secretary-General for the Great Lakes region. 2021. *United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region - Action Plan (2021-2023)*. Nairobi, Kenya.

Layout and graphics: Elisa D. Lux (OSES-G-L), UNON

Photo: A young boy in Kasindi Lubiriha, Democratic Republic of the Congo, 2012. Thérèse Wagner (OSES-G-L)



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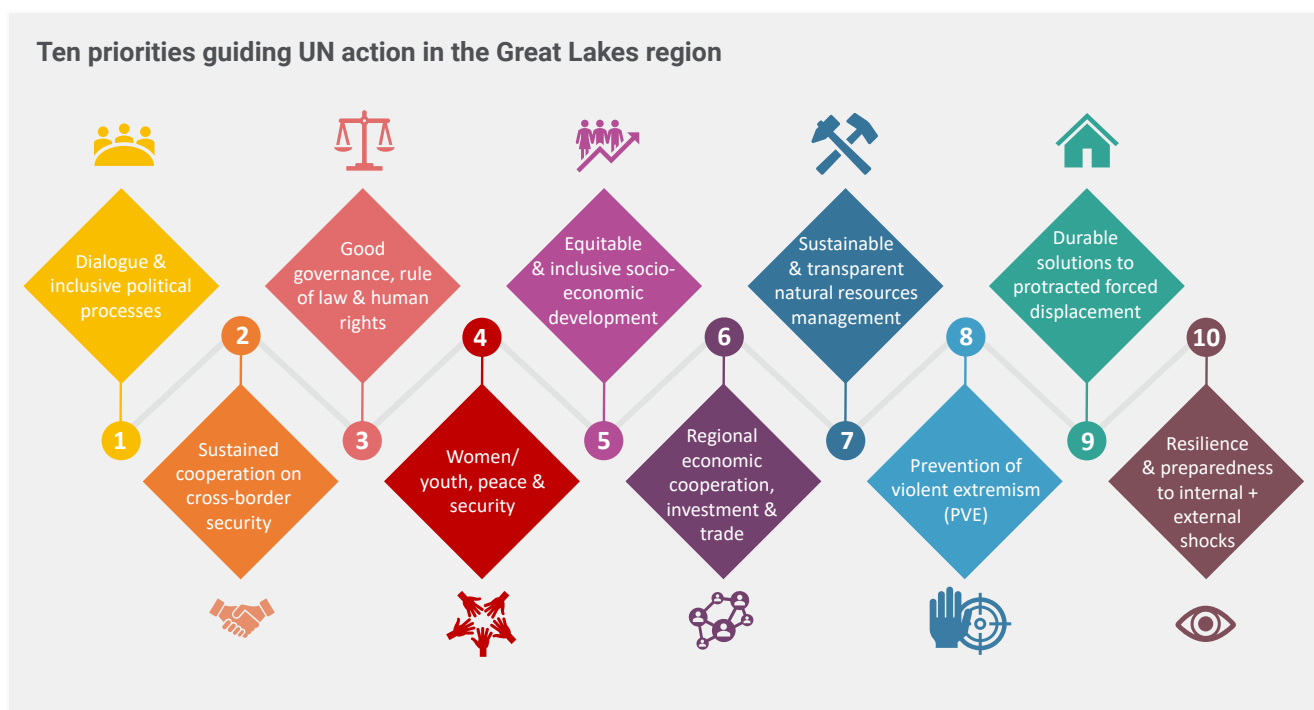
I. Introduction

1. The United Nations (UN) Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region (S/2020/1168) was adopted by the Executive Committee of the Secretary-General on 22 October 2020. The Strategy was subsequently transmitted to the Security Council and to all signatory countries and guarantor institutions of the Peace, Security and Cooperation (PSC) Framework for the Democratic Republic of the Congo (DRC) and the region in early 2021. The Strategy identifies 10 priorities structured around three pillars: (1) peace, security and justice; (2) sustainable development and shared prosperity; and (3) resilience to long-standing and emerging challenges. The priorities provide an overarching 10-year horizon for United Nations action in the region.
2. Upon adoption of the Strategy, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region (OESG-GL) was requested to establish a **Senior Policy Group** (SPG) and tasked to lead the elaboration of the Strategy's Action Plan for the next three years (2021-2023). Composed of nine principals representing UN entities both at Headquarters and in the field, including Special Representatives and Resident Coordinators, the SPG serves as the political steering and management body for the implementation of the Strategy. Following a series of preparatory meetings, the SPG held its inaugural meeting on 20 May 2021 and adopted a roadmap for the elaboration of the Strategy's Action Plan.
3. In terms of **methodology**, the Action Plan, like the regional Strategy, was developed following a consultative process led by OESG-GL with key actors in the Great Lakes region and beyond. First, in May and June 2021, OESG-GL conducted a series of consultations with a variety of stakeholders, including representatives of signatory countries and guarantor institutions of the PSC Framework, members of the International Contact Group (ICG) on the Great Lakes Region, UN entities at Headquarters and in the region, as well as civil society, including women's organizations and the private sector from the region. Secondly, OESG-GL compiled written contributions from these actors on the basis of questionnaires to seek their views on the most urgent priorities that should guide the UN political and programmatic engagements in the region. These two steps culminated in a hybrid workshop held in Kinshasa, the DRC, on 9-10 June 2021, facilitated by the New York-based think tank Conflict Prevention and Peace Forum (CPPF).



4. During the consultations, participants identified more than 100 "priorities of priorities" which for the purpose of efficient discussion in the workshop, were summarized and grouped under five clusters of priority interventions as detailed in Section II. The final priority interventions identified in this Action Plan (27 for 2021; 32 for 2022; and 30 for 2023), were selected on the basis of the following criteria: urgency, measurability, feasibility within the envisaged timeframe and potential to positively impact efforts towards peace, security and sustainable development in the region. Given the significant number of competing priorities, the Action Plan envisages a phased approach: an initial focus in the next six months on the implementation of the most pressing initiatives across the five clusters, including ongoing initiatives and projects, followed by the implementation, in 2022 and 2023, of other key initiatives identified during the consultations.

Ten priorities guiding UN action in the Great Lakes region



5. The **objective** of the Action Plan is to operationalize the Strategy and translate its **vision** of a peaceful, inclusive and prosperous Great Lakes region into feasible, impactful and time-bound priority actions for the period 2021-23. The Action Plan will take effect on 15 July 2021. It provides the United Nations entities, signatory countries, regional organizations, international and financial partners, as well as other actors such as civil society organizations, including women’s and youth organizations, with a tool for accountability, resource mobilization, programming, coordination as well as monitoring and evaluation of progress and results in the implementation of the Strategy.
6. The Action Plan is divided into two main parts: a narrative section and three annexes, outlining the key priority initiatives, lead entities, and indicators of progress for the remainder of 2021, for 2022 and 2023, respectively.

II. Priority Areas of Intervention

7. As indicated above, during the consultations, the following five clusters were identified under which priority interventions will be structured:
 - i. **Promoting dialogue and strengthening trust;**
 - ii. **Reducing the threat posed by armed groups;**
 - iii. **Promoting sustainable and transparent management of natural resources, as well as trade and investment;**
 - iv. **Finding durable solutions to forced displacement; and**
 - v. **Promoting regional preparedness to public health crises.**
8. Youth and women’s inclusion, participation and empowerment, as well as the promotion of human rights and the fight against impunity will be addressed across all five clusters.

a. Immediate priority initiatives for the remainder of 2021

9. For the first phase of the Action Plan’s implementation, comprising ongoing and new initiatives envisaged until the end of 2021, the following immediate priority initiatives were identified, of which most are reflected in Annex 1:

Our vision: A peaceful, inclusive and prosperous Great Lakes region



Cluster 1: Promoting dialogue and strengthening trust



10. Activities under this cluster will be spearheaded by the Special Envoy, in coordination, as necessary, with Special Representatives of the Secretary-general, in the region, who will pursue the Secretary-General's good offices, including shuttle and quiet diplomacy, focusing on supporting good neighborly relations among countries of the region. Furthermore, OSESG-GL, together with the African Union, will support the DRC Government in the organization of the 10th Summit of the Regional Oversight Mechanism, a critical platform for high-level dialogue between leaders of the signatory countries of the PSC Framework. Together with the International Conference on the Great Lakes Region (ICGLR), the UN will support initiatives aimed at implementing the commitments made by the countries of the region under the 2019 Nairobi Declaration on Justice and Good Governance, including on transitional justice and on strengthening national human rights institutions. These engagements will be complemented with support to initiatives at the subnational levels such as intercommunity dialogues and reconciliation initiatives aimed at fostering trust and contributing to tackle root causes of conflicts.
11. As part of initiatives to strengthen the role of women in political processes, the United Nations will work with the Association of African Election Authorities (AAEA) and electoral management bodies (EMBs) of countries of the region to ensure gender balance and promote capacity building for women in the EMBs, including through the creation of a network of women electoral officials and administrators. It is also envisaged to engage regional parliamentary fora to promote women's protection laws and adopt gender mainstreaming in national budgets.
12. Finally, efforts will be undertaken to strengthen joint analysis, early warning and prevention capacities among UN entities, regional and sub-regional organizations and regional cooperation mechanisms.

Cluster 2: Reducing the threat posed by armed groups



13. Under the auspices of the Office of the Special Envoy and the other guarantor institutions of the PSC Framework, key initiatives for the upcoming months will center around support to the newly established Contact and Coordination Group (CCG) on non-military measures as the key vehicle to support regional efforts towards reducing the threat posed by armed groups. This will include support to the operationalization of the CCG's operational cell and, together with MONUSCO, the development of an engagement strategy with armed groups. In support of one of the CCG's objectives aiming to support efforts to curb the illicit flows of arms and ammunition, technical assistance will be provided to further the implementation of applicable international and regional arms control instruments. This could be done in the framework of the joint UN Department of Operations-Office of Disarmament Affairs (DPO-ODA) project on "Effective weapons and ammunition management in a changing DDR context". In support of the objectives of this cluster, support will be provided to prosecutors of the ICGLR Great Lakes Judicial Cooperation Network investigating and prosecuting cross-border crime, particularly crime related to the illicit trade and management of natural resources and the cross-border activism of armed groups. Efforts will also be undertaken to support the establishment of a disarmament, demobilization, repatriation, reintegration and resettlement (DDR/RR) working group to enhance coordination at the regional level, building on international and regional best practices and expertise. The DDR/RR working group will also focus on the specific challenges faced by children, youth and women ex-combatants.
14. During the period under consideration, OSESG-GL, in collaboration with the Network of African Women in Conflict Prevention and Mediation (AU-FemWise), ICGLR, UN Women Regional Office for Eastern and Southern Africa (ESARO) and UNDP will work towards the establishment of a pool of women mediators for the Great Lakes region to promote peacebuilding, including in support of community-based women networks. Through their expertise and experience, these women mediators will also contribute to the work of the CGC on non-military measures.
15. Consultations with countries of the region will also be initiated to define options for support to the development of national strategies on the prevention of violent extremism (PVE), which would include, among others, strengthening early warning capacities/mechanisms and building resilience of communities.

Cluster 3: Promoting a sustainable and transparent management of natural resources, as well as trade and investment



16. Efforts during the second half of 2021 will focus on support to the organization of a high-level workshop on natural resources in Khartoum, the Sudan, and of the Great Lakes Investment and Trade Conference in Kigali, Rwanda. These will be complemented by the Special Envoy's political advocacy with stakeholders across the value chain, including transit and destination countries, for the adoption of a holistic approach aimed at strengthening transparency, formal cooperation mechanisms, and compliance with regional and international instruments on natural resources. Efforts will also continue to support the bankability of selected cross-border projects deemed suitable to transform border areas into catalysts for growth and shared prosperity and which have the potential to address root causes of tension in the region.
17. Women's empowerment will be promoted through the design of capacity building initiatives, including on cross-border policy and legal frameworks, targeting women entrepreneurs in the region, taking into account women with disabilities.
18. Finally, support will be provided to existing regional mechanisms to further address the linkages between armed groups and the illegal exploitation of natural resources, including through tailored DDR/RR-CVR responses.

Cluster 4: Finding durable solutions to forced displacement



19. Initiatives in favor of the forcibly displaced in the Great Lakes region will be advanced through the implementation of commitments made by PSC Framework signatory States at the High-Level Meeting of Ministers in Charge of Refugees in the Great Lakes region on 7 March 2019 in Munyonyo, Uganda as well as pledges of the Global Refugee Forum (GRF). UNHCR, supported by OSESG-GL among others, will sustain high-level advocacy to encourage concerned countries to uphold access to asylum procedures, respect the principle of non-refoulement and the civilian character of asylum in accordance with global and regional binding legal frameworks. In addition, a joint UNHCR-ICGLR led study on the prevention of statelessness will be conducted in pilot countries of the region to inform the development of a comprehensive strategy for durable solutions to protracted displacement in the Great Lakes region.
20. Further to this, support will be provided to mobilize resources for the 2021 DRC Regional Refugee Response Plan (RRRP) which caters for the lifesaving and resilience needs of 1 million Congolese refugees living in protracted exile in the region. The UN will also lend its support to resource mobilization efforts for the reintegration of over 140,000 Burundian returnees through the 2021 Burundi Refugee Return and Reintegration Plan (BRRRP) endorsed by the Government of Burundi and co-led by UNDP and UNHCR.
21. Building on ongoing progress in the strengthening of relations between the DRC and Rwanda, efforts towards the revitalization of Tripartite Voluntary Repatriation Agreements between UNHCR, the DRC and Rwanda will be pursued for refugees residing in each other's countries. The Special Envoy will offer his support through high-level advocacy, as may be required.
22. Finally, in line with a people-centred approach and the "leaving no one behind" principle which underpins the 2030 Agenda for Sustainable Development, intention surveys will be carried out in refugee-hosting countries to document evidence-based comprehensive and durable solutions for six million forcibly displaced IDPs and refugees some 80% of whom are women, children, and youth. Consequent efforts will also be made to include persons with disabilities in these intention surveys.

Cluster 5: Promoting regional preparedness to public health crises



23. An assessment of the socio-economic consequences of the COVID-19 pandemic will be jointly conducted by the UNDP regional resilience hub and OSESG-GL, together with concerned UN Country Teams in the region, as a decisive analytical tool to guide future action. This will be complemented by advocacy efforts to encourage governments to allocate sufficient resources for resilient and sustainable health systems, including

through greater investments in favor of digital and data systems for early warning, real time monitoring and response. Furthermore, steps will be taken to support the establishment of a network of health experts aimed at promoting coordination and preparedness on public health crises, with an emphasis on addressing the pandemic's disproportionate impact on women and youths, and on these groups' participation in the development of future recovery plans.

b. Priority initiatives for 2022 and 2023

24. In 2022 and 2023, the UN will continue to implement priority initiatives aimed at consolidating progress made in 2021, and addressing impeding challenges in peace, security and development. The priority initiatives for these years, outlined in Annex 2 and Annex 3, respectively, will be further adjusted based on the status of implementation of initiatives carried out in 2021 and the evolving situation in the Great Lakes region. **Similarly, adjustments will include more specific priority initiatives, such as those related to the prevention of Sexual and Gender-Based Violence (SGBV), preparedness and resilience to climate change and natural disasters** for which only general recommendations were made during the Kinshasa workshop and its preceding consultations.

III. Implementation of the Action Plan

25. Effective implementation of the Action Plan will be a shared responsibility among the relevant stakeholders, including signatory countries and guarantor institutions of the PSC Framework, United Nations political and peacekeeping missions in the region, Resident Coordinator Offices (RCOs) as well as Agencies, Funds, and Programmes of the UN. As appropriate, they will partner with and/or seek support from the ICG and other bilateral and multilateral partners, civil society actors, and the private sector, to implement initiatives and projects identified in this Action Plan, in support of the Governments and people of the region.

a. Planning, coordination and division of labor

26. The Special Envoy will lead and coordinate the United Nations support to the full implementation of the Action Plan in concert with the SPG which will provide the overarching strategic guidance on the implementation process. To promote greater accountability to countries of the region and partners, the SPG will define roles and responsibilities, ensure adequate coordination, review the status of execution, and pool resource mobilization efforts for the implementation of initiatives outlined in this Action Plan.
27. In addition to this, the Special Envoy and/or the SPG will also engage with external stakeholders (including regional and sub-regional organization, international financial institutions, development partners, women fora, youth fora and other civil society organizations, as well as representatives of the private sector) to promote synergies between all stakeholders involved in the implementation process.
28. In line with the principles of partnerships, comparative advantages based on mandate and thematic expertise promoted in the Strategy, a clear division of labor between key actors, including among UN entities, will underpin the implementation of the Action Plan. In this connection, entities will lead and coordinate the implementation of the activities related to their respective mandate and expertise as highlighted in Annexes 1, 2 and 3.
29. In addition to the SPG, UN Agencies, Funds and Programmes will also support the implementation of the Action Plan through existing mechanisms, including the Opportunities/Issue Based Coalitions (OIBC) of the UN Regional Collaborative Platform launched in December 2020.

b. Monitoring, evaluation and reporting

30. Implementation of the Action Plan will require regular monitoring and periodic evaluation of progress, gaps, challenges, opportunities, and results. This will be done mainly through the SPG and its technical arm, the **Implementation Support Mechanism (ISM)** which will focus on the day-to-day planning and coordination, monitoring progress and ensuring follow-up.
31. The ISM will develop a detailed monitoring, evaluation and learning framework of the implementation of the Strategy's Action Plan based on the guidance provided by the SPG and in line with standards such as those defined by the International Aid Transparency Initiative. This will also include data collection

and disaggregation to ensure interventions are duly aligned with this Action Plan's objectives, including inclusivity and consideration of the specific needs of vulnerable groups. Furthermore, dedicated thematic working groups will be established, which will report to the ISM. The ISM will further provide the link to the OIBC on the Great Lakes region, thereby ensuring that ongoing and planned interventions of UN Agencies, Funds, and Programmes are effectively aligned with the Strategy and its Action Plan.

32. OSESG-GL will support the SPG and its ISM by serving as its Secretariat. To this end, due consideration will be given to ensuring that the Secretariat possesses the required resources and expertise to provide the required coordination, planning and substantive support to the SPG and its ISM.
33. **Beyond these UN mechanisms**, review on the status of implementation of the Strategy's Action Plan will also be informed by consultations with signatory countries and guarantor institutions of the PSC Framework, the Advisory Board for Women, Peace and Security in the Great Lakes Region, civil society organizations, experts and other stakeholders, as needed.
34. A review envisaged for early 2022 will inform adjustments as may be necessary in the implementation of the Action Plan and provide key lessons learned for the remainder of the period. It will be followed by another assessment in early 2023 or before, if deemed appropriate by the SPG.

c. Communication

35. As highlighted in the Strategy, communication will be critical to its successful implementation. In close consultation with relevant stakeholders, OSESG-GL will develop a communication strategy to ensure that the priorities, initiatives and projects proposed in this Action Plan are well-known and supported by the peoples, governments and organizations of the region as well as international/regional partners.

IV. Funding, Resource Mobilization and Partnerships

36. Effective implementation of the Action Plan hinges on the mobilization of sustainable partnerships and adequate resources. Funding for most of the priority activities identified for the first implementation phase, from 15 July to 31 December 2021, has already been secured, except for some initiatives and projects under Cluster III and Cluster IV on natural resources and forced displacement (see Annex 1).
37. Funding needs for the second and third implementation phases of the Action Plan, from 1 January 2022 to 31 December 2023, and from 1 January 2023 to 31 December 2023, respectively, will be estimated by the ISM as part of the development of a comprehensive resource mobilization strategy in the last quarter of 2021. The latter will form the basis of all subsequent fundraising efforts to be undertaken by the SPG, under the leadership of the Special Envoy, including with key international financial institutions and partners of the region such as the World Bank, the Peacebuilding Commission, the African Development Bank, the Arab Bank for Economic Development in Africa (BADEA), the European Union, and GIZ. In the context of the consultations undertaken so far, some partners have already indicated their commitment in principle to support the implementation of the Action Plan, while highlighting the importance of sustained ownership by the signatory countries of the PSC Framework. Thus, resource mobilization efforts will build on this commitment.

a. Principles, Modalities and Approaches

38. In developing a comprehensive resource mobilization strategy for the SPG's consideration, the ISM will be guided by the following principles:
 - i. Sustainable partnerships and impact: attention will focus on long-term, sustainable partnerships, including with international financial institutions (IFIs) and the private sector, which can provide predictable funding, particularly for initiatives and projects that have a catalytic character;
 - ii. Coordination and accountability: avoiding duplication of efforts and maximizing the use of limited resources through effective coordination of all UN stakeholders through the oversight functions provided by the SPG;

- iii. Funding windows: pooling resources from multiple funding partners, including through dedicated funding management mechanisms and innovative fundraising, will allow for flexibility, prioritization and uninterrupted implementation of initiatives under the five clusters;
- iv. Sustained and regular engagements: stakeholders will be periodically updated on the status of implementation of the Action Plan, including through engagements with the Special Envoy, the SPG, strategic dialogues and outreach events.

b. Resource Management

39. Resources mobilized for the Action Plan will be managed and channeled by UN entities through existing frameworks. Given the emphasis on a cross-border and regional approach, and the need to ensure coherence of UN action in the region, the SPG will work closely with the UN Multi-Partner Trust Fund Office (MPTF) to design efficient, accountable and transparent pooled funding mechanisms adapted to the priorities of the Action Plan.
40. OSESG-GL, as the Secretariat of the SPG and its ISM, will require dedicated human resources to effectively carry out this task. In view of the financial constraints of the UN, this could be done through extrabudgetary funding, partnerships with other UN entities or through existing programmes such as the Junior Professional Officers or the United Nations Volunteer Programmes.

V. Conditions for success

41. The successful implementation of this Action Plan will depend on several factors. These include a cohesive and coordinated approach by the UN entities involved and their ability to rally technical and financial support and mobilize effective action from key stakeholders in the region and beyond through effective partnerships. It will also require sustained ownership and political will by the signatory countries of the PSC Framework, as well as engagements by other important constituencies such as civil society organizations, to ensure that all the initiatives identified in this Action Plan are effectively implemented and respond to national and regional needs. Finally, success will be attained through collective commitment to address challenges that continue to impede progress in the region.

VI. Annexes

42. The three Annexes to this Action Plan each cover a phase of the Action Plan.

Annex 1, covering Phase I and running until 31 December 2021, includes ongoing and upcoming initiatives for which required and secured resources have been reflected in the Matrix, to the extent possible.

Annexes 2 and 3, covering Phase II and III, from 1st January to 31 December 2022 and 1st January to 31 December 2023 respectively, include initiatives for these periods, with less details.

During the evaluation of the implementation of Phase I, the Implementation Support Mechanism will provide more specific details on the initiatives envisaged for Phases II and III, including the commensurate costing and secured funding, when applicable, with due consideration to progress made and challenges encountered in 2021

- a. Annex 1: Implementation of immediate priorities for the remainder of 2021**
- b. Annex 2: Implementation of medium-term priorities for 2022**
- c. Annex 3: Implementation of medium-term priorities for 2023**

ANNEX 1: Phase I [15 July 2021 - 31 December 2021]

PROMOTING DIALOGUE AND STRENGTHENING TRUST

Goals		(1) Improvement in the relationships of countries in the region		(2) Strengthened role of women and youth in political and dialogue processes		(3) Progress in the Nairobi Declaration on Justice and Good Governance	
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	Estimated Cost	Secured Funding
Initiative 1.1	High-level good offices, including shuttle and quiet diplomacy, in support of good neighbourly relations	OSESG-GL	UNOCA, MONUSCO, UNOAU, RCs	Signatory countries of the PSC Framework, AU, ICGLR, SADC, ECCAS	Improved relations among countries of the region, illustrated for instance through reopening of borders, (re)deployment of Ambassadors, signing of cooperation agreements (security, economy...)	Part of OSESG-GL regular budget	
Initiative 1.2	Organization of the 10th Summit of the PSC Framework Regional Oversight Mechanism with the Government of the DRC and the AU	GoDRC, OSESG-GL	MONUSCO	Signatory countries of the PSC Framework, AU, ICGLR, SADC	Adoption of key decisions by Heads of States aimed at advancing the implementation of the PSC Framework	Part of OSESG-GL regular budget	
Initiative 1.3	Support to regional initiatives to promote and implement context-specific, gender-sensitive, and comprehensive transitional justice legal frameworks, policies, strategies, and programmes, in line with key provisions of the Nairobi Declaration on Justice and good governance	OSESG-GL, ICGLR	OHCHR Geneva, OHCHR/CARO Yaoundé RCs	Signatory countries of the PSC Framework, EU	Mapping of past and on-going transitional justice processes and good practices in the region; Identification of potential areas of intervention in countries affected by conflict with a focus on transitional justice initiatives involving affected communities and that could contribute to peace, justice and reconciliation, including reparations programs; Finalization and dissemination of the ICGLR manual of principles and guidelines for truth and reconciliation commissions	\$80,000	\$80,000
Initiative 1.4	Support to National Human Rights Institutions (NHRI) through the Network of African Human Rights Institutions to improve their capacities to implement their mandate, including by promoting legislation in compliance with Paris Principles and addressing human rights issues in COVID-19 recovery efforts.	OSESG-GL, ICGLR	OHCHR Geneva, OHCHR/CARO Yaoundé RCs		Increased number of NHRIs accredited with 'A' status by the Global Alliance of National Human Rights Institutions (i.e one in the next six months)	\$60,000	\$60,000
Initiative 1.5	Develop and implement a sensitization campaign to fight misinformation, as part of the overarching Communication strategy on the Action Plan	OSESG-GL	MONUSCO, RCOs, DPI	TSC, AU, ICGLR, ICG, CSOs	Sensitization campaign developed and implemented together with all stakeholders, including civil society	To be confirmed	To be confirmed
Initiative 1.6	Establishment of a pool of women electoral officials and administrators through specialist training	OSESG-GL	UN Women, UNDP, EAD	ICGLR, LMRC, RWF	Number of women electoral officials and administrators trained	\$80,000	\$80,000
Initiative 1.7	Facilitation of advocacy and best practice exchanges with regional parliamentary fora and gender commissions in parliaments with regional parliamentary fora to promote women protection laws and gender mainstreaming in national budgets	OSESG-GL	UN Women, UNDP	ICGLR ES & Fora, LMRC	Number of initiatives, including proposed bills, in favour of women's protection and gender mainstreaming in national budgets	\$52,000	\$52,000
Initiative 1.8	Development of a shared data platform in support of enhanced information-sharing and coordination among UN entities	OSESG-GL	MONUSCO, OCHA, OHCHR, UNECA, UNHCR, RCs, UNHQ, IOM	Not applicable	Completion of a baseline study on UN data currently available on political, humanitarian, human rights, security, and socio-economic developments in select countries in the region as well as on regional trends and flows of people, migrants and refugees; preparation of a pilot project to be implemented in 2022	Part of OSESG-GL regular budget	Part of OSESG-GL regular budget
SUB-TOTAL						\$272,000	\$272,000

ANNEX 1: Phase I [15 July 2021 - 31 December 2021]

REDUCING THE THREAT POSED BY ARMED GROUPS

Goals							
(1) Enhanced cooperation among countries on disruption of armed group supply lines							
(2) Establishment of the interagency DDR/RR working Group including national entities							
(3) Enhanced cross-border judicial cooperation with a view to expedite cases on conflict-related crimes							
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	Estimated Cost	Secured Funding
Initiative 2.1	Support the operationalization of the Contact and Coordination Group	CCG Member States, OSESG-GL	MONUSCO, PBC, OHCHR, UNODA, OROLSI	AU, ICGLR, SADC	Deployment of the Operational Cell; Elaboration of a strategy to engage armed groups and increase voluntary surrender; Number of initiatives undertaken by the Cell	\$300,000	To be confirmed
Initiative 2.2	Creation of a regional DDR working group to enhance coordination, cooperation and coherence among relevant stakeholders, including national actors, DDR commissions and UN entities	CCG Member States, OSESG-GL	OROLSI, UNODA, MONUSCO, OHCHR, IOM	Signatory countries of the PSC Framework, AU, ICGLR, SADC, World Bank, EU	Elaboration and adoption of Terms of reference of the DDR Working group; Meeting of the Working Group to develop SOPs on DDR/RR; funding of a feasibility study on the establishment of a reintegration and training center.	\$100,000	To be confirmed
Initiative 2.3	Support to prosecutors of the ICGLR Great Lakes Judicial Cooperation Network investigating and prosecuting cross-border crime, particularly crime related to the illicit trade and management of natural resources and the cross-border activism of armed groups	OSESG-GL	MONUSCO, OHCHR, UNOCA, RCS, OHCHR	ICGLR	Number of concluded investigations and prosecutions of perpetrators of cross-border crime and accrued support provided by Ministries of Justice to the work of the Great Lakes Judicial Cooperation Network	\$50,000	\$50,000
Initiative 2.4	Consultations on options for support to the development of national PVE strategies and the strengthening of early warning capacities	UNDP, UNOCT, IOM	OSESG-GL, UN-Habitat	Concerned national authorities, CSOs	Plan for support to the development of national PVE strategies in Uganda, Burundi and the DRC	To be confirmed	
Initiative 2.5	Establishment of a pool of women mediators in support of peace building initiatives, including non-military measures to security	OSESG-GL	DPPA MSU, UNDP, UN Women, MONUSCO (in support of this initiative within the DRC)	AU Femwise, ICGLR	Number of women mediators trained; Quota of women represented in meetings of the regional DDR working group and the Contact and Coordination Group	\$80,000	\$80,000
SUB-TOTAL						\$530,000	\$130,000

ANNEX 1: Phase I [15 July 2021 - 31 December 2021]

PROMOTING A SUSTAINABLE AND TRANSPARENT MANAGEMENT OF NATURAL RESOURCES, AS WELL AS TRADE AND INVESTMENT

Goals							
(1) Adoption of a regional roadmap on sustainable and transparent resources management							
(2) Support and resources mobilised for the structural economic transformation of the region through trade and investments							
(3) Countries of the region supported to achieve SDGs							
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	Estimated Cost	Secured Funding
Initiative 3.1	Convening of a joint high-level workshop on the sustainable management of natural resources in the Great Lakes region in Khartoum, Sudan, to develop a holistic approach to promote accountable, sustainable and transparent management of natural resources	GoSudan, OSESG-GL, ICGLR	MONUSCO, UN Habitat, UNEP, UNDP, UNECA, IOM	PSC Framework Signatory States, ICGLR, GIZ, ICG, IFFs, Development partners, regional stakeholders including COG and GLJCN, World Bank	Joint Communique of the Workshop; Adoption of a set of recommendations and a Roadmap	\$150,000	\$150,000
Initiative 3.2	Co-organize the Great Lakes Investment and Trade Conference (GLITC) with the Government of Rwanda and the ICGLR	GoRwanda, OSESG-GL, ICGLR	UNDP, MONUSCO, UNECA, IOM, UN-Habitat	EAC, AU, SADC, ICGLR Private Sector Forum	Report of the Conference; Strategic recommendations adopted; Number of cross-border projects showcased; number of deals/transactions secured.	\$800,000	\$500,000
Initiative 3.3	Support bankability of cross-border projects, including for presentation at the GLITC, aiming to transform border areas into catalysts for growth and shared prosperity	OSESG-GL	UNDP, MONUSCO, WFP, UNECA, FAO, IOM, UN-Habitat, WFP	ICGLR, ICGLR PSF, CEPGL, Energie des Grands Lacs, BDEGL, BADEA, World Bank, AfDB, CSO, National Investment promotion Authorities	Number of meetings matching investors to project promoters; Number of deals/transactions reached; Financial close of projects achieved; Number of projects being implemented.	\$150,000	\$80,000
Initiative 3.4	Create peace dividends for women and youth through increased cross-border trade and strengthened food security between DRC and Rwanda	UNDP DRC & Rwanda	FAO and WFP DRC and Rwanda	"DRC: Ministry of External Trade; Ministry of Planning and Ministry of Agriculture Rwanda: Ministry of Trade and Industry; Ministry of Finance and Economic Planning; Ministry of Agriculture and Animal Resources; Ministry of Youth and Culture; Rwanda National Police; Gender Monitoring Office; National Youth Council; and Rwanda Bar Association"	% of beneficiaries crossing the border and training declaring that they perceive reduction in the insecurity disaggregated by sex. % of cross-border traders declaring that the business environment has improved. % of beneficiaries (farmers and traders) declaring that their knowledge of customs rules and regulations, as well as human rights awareness and awareness against harassment/sexual harassment has improved. Increase in the number of traders crossing the border formally (disaggregated by men and women) % of beneficiaries declaring they have an increased trust in their counterparts.	\$2,998,991	\$2,998,991
Initiative 3.5	Conduct capacity-building for women entrepreneurs on cross-border policy and legal frameworks	OSESG-GL	UN Women, UNECA, UNDP	ICGLR Private Sector Forum, NGOs	Completion of an assessment survey; Development of a capacity building curriculum; Elaboration of ToR for a Network of Great Lakes Women Entrepreneurs; Establishment of a Network of Great Lakes Women Entrepreneurs; Number of women entrepreneurs trained	\$70,000	\$70,000
SUB-TOTAL						\$4,168,991	\$3,798,991

ANNEX 1: Phase I [15 July 2021 - 31 December 2021]

FINDING DURABLE SOLUTIONS TO FORCED DISPLACEMENT

Goals		(1) Effective coordination mechanism to enable solutions for IDPs and refugees						
Goals		(2) Reduced risk of statelessness in the Great Lakes region						
Goals		(3) Comprehensive solutions pursued to addressing structural root causes and drivers of conflict						
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	Estimated Cost	Secured Funding	
Initiative 4.1	Conduct an ICGLR-UNHCR joint study on refugees living in a protracted situation and at risk of statelessness in the Great Lakes region (Pilot countries identified include: Tanzania, Uganda, DRC, Rwanda)	UNHCR	UNDP, OSESG-GL, OSESG-Horn, UN-Habitat	Regional Advisory Group (RAG) and the AUC Special Rapporteur	ICGLR Brazzaville Declaration, and its Consolidated Action Plan on the Eradication of Statelessness in the GL with particular emphasis on SDG Target 16.9, on legal identity.	To be confirmed		
Initiative 4.2	Support the development of an ICGLR led comprehensive regional solutions strategy for displacement in the Great Lakes as called for at the Muryono Ministerial Meeting on Refugees in Uganda.	UNHCR, ICGLR	OSESG, RCOs, UNHCR, UNDP, IOM	PCF signatories, ICGLR	Survey and profile solution needs of Congolese refugees and other remaining forcibly displaced populations in the GL region to inform evidence based solutions planning	To be confirmed		
Initiative 4.3	Mobilize resources for the 2021 Burundi Refugee Return and Reintegration Plan (BRRP)	Burundi, UNHCR and UNDP	UNDP, UNICEF, OSESG, WFP, FAO, RCO Burundi, IOM	UNCT, Government of Burundi	https://reliefweb.int/sites/reliefweb.int/files/resources/2021%20Burundi%20JRRRP_14Feb%20%281%29.pdf	To be confirmed		
Initiative 4.4	Revitalize Tripartite Agreement for Voluntary Repatriation of Rwandan and Congolese refugees when conditions allow voluntary return in safety and dignity	UNHCR, Government of DRC and Rwanda	OSESG/MONUSCO UNDP OHCHR UNICEF	Congolese and Rwandan Refugees	Refugee intentions surveys of Congolese refugees in Rwanda and Rwandan Refugees in DRC	To be confirmed		
Initiative 4.5	Promote identification of durable solutions for displacement due to natural disasters and support the identification of preventive measures aiming to avoid/minimize risks of human loss in case of natural disasters	IOM		National Red Cross	Nationally owned policies and procedures for improved protection and delivery of durable solutions for IDPs, returning migrants and communities of return re: disaster risk preparedness and reduction	To be confirmed	To be confirmed	
SUB-TOTAL						\$0	\$0	

ANNEX 1: Phase I [15 July 2021 - 31 December 2021]

PROMOTING REGIONAL PREPAREDNESS TO PUBLIC HEALTH CRISES

Goals							
(1) Establishment of a regional response mechanism and procedure to public health crises							
(2) Harmonization of cross border policies on addressing public health crises							
(3) Enhanced protection of vulnerable groups against socio-economic impact of health crises							
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	Estimated Cost	Secured Funding
Initiative 5.1	Conduct an assessment of the socio-economic impact of the pandemic on the region as a decisive analytical tool to guide future action	UNDP, UN-Habitat	RCs, UNCTs	CSOs, academia	Assessment Report of the socio-economic impact of the pandemic; Adoption of the report strategic recommendations	To be confirmed	
Initiative 5.2	Initiate the establishment of a network of health experts to promote coordination and preparedness and response to on public health crises	OSESG-GL, WHO, UNDP Regional Resilience Hub	UNDP, UNCT	ICGLR	ICGLR Member States supported to prepare and respond to public Health emergency	To be confirmed	
Initiative 5.3	Engagement with ICGLR Member States to promote the crosscutting integration of human rights in national plans and strategies in response to public health crises	OHCHR	UNDP, OSESG-GL	ICGLR, Regional experts	ICGLR Member States are provided with technical support to integrate human rights principles, norms and standards in their plans and strategies to respond to public health crises, including building on lessons learned from their response to the COVID-19 pandemic.	\$80,000	
Initiative 5.4	Mobilise support and advocate for equitable access to vaccines through advocacy for integration into the COVAX initiative and support for national vaccination programs	OSESG-GL, WHO, UNDP Regional Resilience Hub	UNDP	AU CDC, EU, ICG		To be confirmed	
SUB-TOTAL						\$80,000	\$0
GRAND TOTAL						\$5,050,991	\$4,200,991

ANNEX 2: Phase I [1 January 2022 - 31 December 2022]

PROMOTING DIALOGUE AND STRENGTHENING TRUST

Goals						
(1) Improvement in the relationships of countries in the region						
(2) Strengthened role of women and youth in political and dialogue processes						
(3) Progress in the Nairobi Declaration on Justice and Good Governance						
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity (ies)	Collaborating Stakeholders	Indicators of progress	
Initiative 1.1	High-level good offices, including shuttle and quiet diplomacy, in support of good neighbourly relations	OSESG-GL	UNOCA, MONUSCO, UNOAU, RCS	Signatory countries of the PSC Framework, AU, ICGLR, SADC, ECCAS	Improved relations among countries of the region, illustrated for instance through reopening of borders, (re)deployment of Ambassadors, signing of cooperation agreements (security, economy...)	
Initiative 1.2	Organization of the 11th Summit of PSC Framework Regional Oversight Mechanism (ROM)	Gov DRC (outgoing Chair), Incoming Chair (TBC), OSESG-GL	RCO in country hosting the ROM	Signatory countries of the PSC Framework, AU, ICGLR, SADC	Effective handover of the chairpersonship from the DRC to the incoming Chair; Adoption of key decisions by Heads of States aimed at advancing the implementation of the PSC Framework	
Initiative 1.3	Support and strengthen technical capacities and engagement of women and youth mediators in the Great Lakes region	OSESG-GL	"UN Women, UNDP, UNEAD, UNFPA, MONUSCO (supporting this initiative within DRC)"	Signatory countries of the PSC Framework, AU, ICGLR-LMRC	Increase in the number of women and youth trained and involved in mediation and dialogue processes	
Initiative 1.4	Development of a Great Lakes Gender and Gender-Based Violence barometer	OSESG-GL	UN Women, WFP UN-Habitat	ICGLR, LMRC, COCAFEM, Swiss cooperation, ACADEMIA, EASSI	Completion of a baseline study, validation of the Gender and GBV Barometer	
Initiative 1.5	Establishment of a review platform to monitor progress and challenges in the implementation of the Nairobi Declaration on Justice and Good Governance, to include civil society representatives	OSESG-GL	OHCHR, UN-Habitat	Signatory countries of the PSC Framework, ICGLR, ICGLR CSO Fora, CSO/HRDs	Platform established with clear benchmarks and timelines to track progress in implementation of the Nairobi Declaration	
Initiative 1.6	Support the organization of a workshop on borders in the Great Lakes region to consider options to advance border demarcation and reaffirmation efforts	OSESG-GL, AU, ICGLR	RCOs	CSOs, Border Commissions, SADC	Shared assessment of the state of borders - delimitation/ demarcation - in the region	
Initiative 1.7	Set up a regional mechanism and tracking tool (online interactive dashboard) to monitor progress in implementation of SDG 16 : 'peace, justice and strong institutions'	OSESG-GL	UNDP, RCOs	ICGLR, AU, CSOs	Regional mechanism and tracking dashboard set up	

ANNEX 2: Phase I [1 January 2022 - 31 December 2022]

REDUCING THE THREAT POSED BY ARMED GROUPS

Goals
(1) Enhanced cooperation among countries on disruption of armed groups' supply lines through non-military measures

(2) Strengthened DDR processes leading to more effective reintegration into civilian lives

(3) Enhanced efforts on preventing violent extremism

Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 2.1	Support the implementation of priority activities of the CCG and its comprehensive plan of action on non military measures to neutralize negative forces	OSESG-GL	MONUSCO, UNDP, RCOs, PBC, OHCHR	CCG, AU, ICGLR, SADC, ICG, CSOs, World Bank	Number of priority activities of the CCG successfully implemented
Initiative 2.2	Support and strengthen technical capacities and resources of the ICGLR Expanded Joint Verification Mechanism (EJVM) to effectively execute its mandate	OSESG-GL, ICGLR	MONUSCO	ICGLR, GIZ, EU	Level of improvement in the capacity of the EJVM to deploy and undertake joint verification initiatives in the region
Initiative 2.3	Provide support to facilitate voluntary renditions and repatriation of ex-combatants, and exchange of wanted criminals/fugitives between signatory countries, including through the Great Lakes Judicial Cooperation Network	OSESG-GL	MONUSCO, RCOs	AU, ICGLR, SADC, Signatory countries of the PSC Framework	Number of ex-combatants voluntarily surrendered and repatriated
Initiative 2.4	Support scalable local economic empowerment initiatives targeting youth and women which contribute to reintegration of ex-combatants into civilian lives	UNDP	RCOs, OHCHR, UNHCR, IOM, UN-Habitat	CCG, CSOs, AU, ICGLR, SADC, World Bank, ICG, Private sector	Number of ex-combatants integrated in local communities and earning their livelihood
Initiative 2.5	Undertake and support capacity strengthening of Member States, RECs, Regional Mechanisms and civil society actors especially women and youth on Insider Mediation for DDR	UNDP	OSESG-GL, RCOs, DPPA/ PMD	AU, ICGLR, CSOs, EJVM, EU, GIZ, World Bank	Establishment of a community of practice on Insider Mediation and DDR; Number of experts especially women and youth trained to participate and engage in insider mediation for DDR
Initiative 2.6	Support development of Regional and National Preventing Violent Extremism (PVE) Strategies and Action Plans in Burundi, DRC, and Uganda	UNDP	UNFPA, UN Women, OROLSI, UNOCT, MONUSCO (supporting the PVE strategy development within the DRC), IOM, UN-Habitat	National Counter Terrorism Centres in the GLR, ECCAS, African Centre for the Study and Research on Terrorism (ACSRT)	Regional and National PVE Strategies developed in Burundi, DRC and Uganda

ANNEX 2: Phase I [1 January 2022 - 31 December 2022]

PROMOTING SUSTAINABLE AND TRANSPARENT MANAGEMENT OF NATURAL RESOURCES, AS WELL AS TRADE AND INVESTMENT

Goals					
(1) Adoption of a regional roadmap on sustainable and transparent resources management					
(2) Support and resources mobilised to support the structural economic transformation of the region through trade and investments					
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 3.1	Based on the outcomes of the 2021 Khartoum Workshop, develop and facilitate adoption by signatory countries of a comprehensive regional strategy and action plan on accountable, sustainable and transparent management of natural resources	OSESG-GL ICGLR	MONUSCO, UNOCA, UNDP	ICGLR, AU, SADC, Signatory Countries	Comprehensive regional strategy and action plan developed and adopted
Initiative 3.2	High-level political advocacy to sensitize and promote ownership by stakeholders across the entire value chain of regional and international norms of natural resource management	OSESG-GL ICGLR	MONUSCO, UNOCA, UNODC, UNDP	ICGLR Member States, Development partners, ICG, private sector	Number of high-level demarches with national, regional and international stakeholders
Initiative 3.3	Promote and enhance the capacity of women and youth engagement and participation in sustainable exploitation of natural resources, trade and investments	OSESG-GL	UNDP MONUSCO (supporting this initiative within the DRC), UN Women	Civil society, Women Advisory Board, ICGLR, Private Sector	Increase in the number of women and youth participating and trained in sustainable management on natural resources, trade and investments / 2011 ICGLR Guidelines for Mainstreaming Gender in the Minerals Sector used in the sensibilization event
Initiative 3.4	Create peace dividends for women and youth through increased cross-border trade and strengthened food security between DRC and Rwanda	UNDP DRC & Rwanda	FAO and WFP DRC and Rwanda	"DRC: Ministry of External Trade; Ministry of Planning and Ministry of Agriculture Rwanda: Ministry of Trade and Industry, Ministry of Finance and Economic Planning, Ministry of Agriculture and Animal Resources, Ministry of Youth and Culture; Rwanda National Police; Gender Monitoring Office; National Youth Council; and Rwanda Bar Association"	- % of beneficiaries crossing the border and training declaring that they perceive reduction in the insecurity disaggregated by sex. - % of cross-border traders declaring that the business environment has improved. - % of beneficiaries (farmers and traders) declaring that their knowledge of customs rules and regulations, as well as human rights awareness and awareness against harassment/sexual harassment has improved. - Increase in the number of traders crossing the border formally (disaggregated by men and women) - % of beneficiaries declaring they have an increased trust in their counterpart. - Increase in the number of small cross-border commercial exchanges
Initiative 3.5	Support countries of the region, through the Great Lakes Judicial Cooperation Network and other existing mechanisms, to strengthen their cooperation in dealing with cross border crimes related to illegal exploitation of natural resources, smuggling, illicit final flows, and related money laundering and tax evasion	OSESG-GL, UNODC		OSESG-GL; ICGLR Secretariat; AU member states law enforcement; UNODC; GLCJN; OECD; WCO	Increased number of cases involving cross-border cooperation between member states' law enforcement agencies; Increased number of prosecuted cases of cross-border crimes related to illegal exploitation of natural resources, smuggling, illicit final flows, and related money laundering and tax evasion
Initiative 3.6	Promote awareness on the impact of climate change on sustainable exploitation of natural resources	UNEP	UNDP, IOM, UN-Habitat	ICGLR	Increase in awareness and appreciation among regional and member states stakeholders on the impact of climate change
Initiative 3.7	Facilitate and mobilize high-level political and technical engagements between countries, regional organizations, private sector and civil society including women and youth on opportunities to implement the African Continental Free Trade Area in the Great Lakes region	OSESG-GL	UNDP, ECA, IOM, UN-Habitat	AfCFTA Secretariat, AU, ICGLR	Increase in the number of cross border trade initiatives and investments based on the AfCFTA among countries of the region
Initiative 3.8	Support the country implementation of regional and continental Free Movement Protocols as a mean to promote regional integration, regional economic development and ultimately contribute to the continental AfCFTA.	IOM	ILO		Development and rollout of a score card to assess progress towards the provisions of the free movement protocol

ANNEX 2: Phase I [1 January 2022 - 31 December 2022]

FINDING DURABLE SOLUTIONS TO FORCED DISPLACEMENT

Goals					
(1) Comprehensive durable solutions strategy for forcibly displaced people agreed and implemented					
(2) Reduced risk of statelessness in the Great Lakes region					
(3) Opportunities for community reintegration of refugees and IDPs enhanced					
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 4.1	Develop, together with ICGLR member states, comprehensive ICGLR durable solutions strategy for forcibly displaced persons, creating conducive conditions for the safe and sustainable return	UNHCR	UNDP, OSESG-GL, OSESG-Horn, IOM	ICGLR, ICGLR Member States, subject experts	ICGLR strategy established and adopted by ICGLR member states with impact on: i) Ease Pressure on Host States ii) Enhance Self-Reliance iii) Expand Access to Solutions iv) Support conditions in the country of Origin for Return in safety&dignity
Initiative 4.2	Advocate with all countries in the Great Lakes region to grant international protection to refugees in full compliance with the principle of non-refoulement enshrined in international law and to uphold the civilian character of asylum by separating combatants from civilians	UNHCR	OSESG-GL, RCOs	ICRC, ICGLR, ICGLR Member States	Increase in the number and efficacy in refugee protection among ICGLR Member States including grant of asylum
Initiative 4.3	Support implementation of the Revitalized Tripartite Agreement for Voluntary Repatriation of Rwandan and Congolese refugees when conditions allow voluntary return in safety and dignity	UNHCR / UNDP	IOM, WFP, RCOs Burundi, Rwanda	Burundi, ICGLR Member States	% of voluntarily returned refugees
Initiative 4.4	Support implementation of the ICGLR Brazzaville Declaration, and its Consolidated Action Plan on the Eradication of Statelessness in the GL with particular emphasis on SDG Target 16.9, on legal identity	UNHCR	UNDP, OSESG-GL, OSESG-Horn, IOM	Regional Advisory Group (RAG), AUC Special Rapporteur	Reduction in the number of stateless persons in the GL
Initiative 4.5	Support Community Reintegration Pilot Initiatives of Refugees and IDPs in Burundi and DRC	UNHCR	UNDP, OSESG-GL, RCOs Burundi, DRC, IOM, UN-Habitat	AU, ICGLR	Number of Community reintegration initiatives supported

ANNEX 2: Phase I [1 January 2022 - 31 December 2022]

PROMOTING REGIONAL PREPAREDNESS TO PUBLIC HEALTH CRISES

Goals					
(1) Establishment of a regional response mechanism and procedure to public health crises					
(2) Harmonization of cross-border policies on addressing public health crises					
(3) Enhanced protection of vulnerable groups against socio-economic impact of health crises					
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 5.1	Promote and support effective regional coordination and harmonisation of health protocols among ICGLR Member States in dealing with COVID 19 including on testing, travel certificates, quarantine and vaccines roll out and share of comparable lessons and practices	WHO	OSESG-GL, UNDP, IOM	ICGLR, Africa CDC, Member States	Coordination structure established; number of countries with harmonised health protocols and processes in dealing with COVID 19
Initiative 5.2	Support the development, adoption and rollout of a comprehensive ICGLR health protocol	WHO, UNDP Regional Resilience Hub	OSESG-GL, UNCT, UN-Habitat	ICGLR, ICGLR Member States	Adoption and rollout of Protocol
Initiative 5.3	Support and strengthen health protection programs for cross-border groups, including in refugee and IDP camps and for other vulnerable populations.	WHO	UNDP Regional Resilience Hub, IOM, UN-Habitat	ICGLR Member States	Increase in access to health services for refugees, IDPs and vulnerable populations
Initiative 5.4	Support national, cross border and regional initiatives that enhance the resilience of communities to counter negative impacts of COVID-19 including through universal rollout and access to vaccines	UNDP, WHO	UNICEF, IOM, UN-Habitat	ICGLR member states, ILO, World Bank, EU, other donors and partners, local CSOs	Increased access to vaccines in the region among ICGLR Member States
Initiative 5.5	Develop and adopt a regional strategy to adequately prepare, address and mitigate the socio-economic impact of health epidemics in the GL	UNDP	UNHCR, WHO, IOM, UN-Habitat	ICGLR, AU, Africa CDC	Regional Strategy developed and adopted
Initiative 5.6	Support Member States to ensure joint crossborder surveillance, response and coordination along the mobility continuum in view of identifying zones of vulnerability and promptly intervene/ prevent risks of crossborder spread of viral diseases.	IOM	WHO	National Red Cross Federations, CDC	Number of consultations, dialogues and advocacy events to advance coordinated regional efforts for strong disease surveillance, response/containment protocols;

ANNEX 3: Phase I [1 January 2023 - 31 December 2023]

PROMOTING DIALOGUE AND STRENGTHENING TRUST

Goals					
(1) Improvement in the relationships of countries in the region					
(2) Strengthened role of women and youth in political and dialogue processes					
(3) Progress in the Nairobi Declaration on Justice and Good Governance					
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 1.1	High-level good offices, including shuttle and quiet diplomacy, in support of good neighbourly relations	OSESG-GL	UNOCA, MONUSCO, UNOAU, Rcs	Signatory countries of the PSC Framework, AU, ICGLR, SADC, ECCAS	Improved relations among countries of the region, illustrated for instance through reopening of borders, (re)deployment of Ambassadors, signing of cooperation agreements (security, economy,...)
Initiative 1.2	Organization of the 12th Summit of the PSC Framework Regional Oversight Mechanism (ROM)	Outgoing Chair (TBC), Incoming Chair (TBC), OSESG-GL	RCO in country hosting the ROM	Signatory countries of the PSC Framework, AU, ICGLR, SADC	Effective handover of the chairpersonship from the outgoing to the incoming Chair; Adoption of key decisions by Heads of States aimed at advancing the implementation of the PSC Framework
Initiative 1.3	Mobilise support to regional initiatives addressing issues related to borders as identified by the workshop on borders in 2022 in line with existing good practices and mechanisms, such as bilateral commissions and joint border committees.	OSESG-GL	UNDP, MONUSCO, RCOs, UNOCA	TSC, AU, ICGLR, SADC, EAC, ECCAS, CSOs	Diminution of incidents at cross-border areas; Number of cross border initiatives supported aimed at promoting dialogue and strengthening trust among border communities and countries of the region; progress in border demarcation/delimitation/ reaffirmation through the work of existing Joint Commissions
Initiative 1.4	Promote and support national and regional level initiatives to empower women and youth and improve their participation and contribution to peace and political processes, for instance to achieve commitment made during the 9th ROM Summit to ensure 30% women representation in peace and political processes by 2023.	OSESG-GL	"UN Women, UNDP, DPPPA/EAD, UN-Habitat"	TSC, AU, ICGLR-LMRC	Level of improvement in youth and women representation in and contribution to peace and political processes; assessments of CSOs, including women and youth organizations, of the state of peace and security in the Great Lakes region are presented to and feed into deliberations of the governance mechanisms of the PSC Framework.
Initiative 1.5	Support the reinforcement of National Human Rights Institutions (NHRIs) and CSOs in early warning and monitoring	OHCHR, UNWOMEN	ICLGR, UNFPA	NHRIs, CSOs, ICGLR	Qualitative and quantitative improvement of NHRIs and CSOs reports and prevention and monitoring activities
Initiative 1.6	Mobilise support to activities proposed by the review platform for the implementation of the Nairobi Declaration on Justice and Good Governance	OHCHR, OSESG-GL, ICGLR	UNDP, UN-Habitat	TSC, AU, CSOs	Challenges in the implementation of the Nairobi Declaration on Justice and Good Governance addressed, including among others in areas related to capacities of national and regional human rights institutions as well as transitional justice; support from international partners secured.

ANNEX 3: Phase I [1 January 2023 - 31 December 2023]

REDUCING THE THREAT POSED BY ARMED GROUPS

Goals						
(1) Enhanced cooperation among countries on disruption of armed groups' supply lines through non-military measures						
(2) Strengthened DDR processes leading to more effective reintegration into civilian lives						
(3) Enhanced efforts on preventing violent extremism						
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	
Initiative 2.1	Support implementation of initiatives of the Contact and Coordination Group on non-military measures	OSESG-GL	MONUSCO, UNDP, IOM	CCG, AU, SADC, International Conference on the Great Lakes Region, EU, ICG	Number of engagements by EJVM and CCG; Number of priority activities of the CCG successfully implemented	
Initiative 2.2	Support and strengthen technical capacities and resources of the ICGLR Expanded Joint Verification Mechanism (EJVM) and other existing regional security cooperation mechanisms to effectively execute their mandates	OSESG-GL	MONUSCO, UNDP	ICGLR, GIZ	Level of improvement in the capacity of the EJVM to deploy and undertake joint verification initiatives in the region	
Initiative 2.3	Continued support, scalable local economic empowerment initiatives targeting youth and women which contribute to reintegration of ex-combatants into civilian lives	UNDP	RCOs, OHCHR, UNHCR, IOM	CCG, CSOs, AU, ICGLR, SADC, World Bank, ICG, Private sector	Number of ex-combatants integrated in local communities and earning their livelihood	
Initiative 2.4	Support and strengthen the capacities of the regional DDR/RR Working Group to enhance collaboration, harmonization and coordination among UN, regional and national actors	OSESG-GL	UNDP, PBC, IOM	AU, ICGLR, SADC, ICG, CCG	Number of joint capacity strengthening initiatives undertaken by the DDR Working Group; Improvement in coordination, collaboration and partnership among the UN, AU and national actors including CSOs	
Initiative 2.5	Expanded and enhanced capacity of the established network and Community of Practice (CoP) to participate and engage in Insider Mediation for DDR/RR	UNDP	UNFPA, UN Women	EJVM, ICGLR, AU, CSOs, EU, GIZ, World Bank	Increase in members of the network of community of practice ; Level of capacity improvement and increased engagement of CoP on insider mediation and DDR/RR among signatory countries and guarantors institutions	
Initiative 2.6	Establish a regional intelligence and information-sharing portal and support cross-border risk assessments between guarantor institutions of the PSC Framework and other subregional organizations to facilitate early preventive action against violent extremism.	OSESG-GL	UNDP, IOM, UN-Habitat	PSCF Signatories, AU, ICGLR, SADC	Regional Intelligence and Information Sharing Portal for lessons learned and best practices on preventive action on PYE established; regular exchanges between guarantors in this regard	

ANNEX 3: Phase I [1 January 2023 - 31 December 2023]

PROMOTING A SUSTAINABLE AND TRANSPARENT MANAGEMENT OF NATURAL RESOURCES, AS WELL AS TRADE AND INVESTMENT

Goals		(1) Implementation of a regional roadmap on sustainable and transparent resources management			
		(2) Support and resources mobilised to support the structural economic transformation of the region through trade and investments			
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress
Initiative 3.1	Support implementation of pilot initiatives of the comprehensive regional strategy and action plan on accountable, sustainable and transparent management of natural resources (outcome of the 2021 Khartoum Workshop)	OSESG-GL	UN-Habitat	International Conference on the Great Lakes Region, World Bank, EU, ICG	Number of pilot initiatives implemented
Initiative 3.2	Support the convening of an ICGLR Head of State Summit on management of natural resources	OSESG-GL; ICGLR Secretariat	UNDP, ECA	PSC Signatories	Joint commitment (statement) by Member States to implement enhanced RINR over the next decade
Initiative 3.3	Support countries of the region, through the Great Lakes Judicial Cooperation Network and other existing mechanisms, to strengthen their cooperation in dealing with cross border crimes related to illegal exploitation of natural resources, smuggling, illicit financial flows, and related money laundering and tax evasion	OSESG-GL, UNODC		OSESG-GL; ICGLR Secretariat; member states law enforcement; UNODC; GLCJN; OECD; WCO	Increased number of cases involving cross-border cooperation between member states' law enforcement agencies; Increased number of prosecuted cases of cross-border crimes related to illegal exploitation of natural resources, smuggling, illicit financial flows, and related money laundering and tax evasion
Initiative 3.4	Strengthen capacity of media and CSOs in the ICGLR Member States to raise awareness and draw linkages between conflict and illegal exploitation of natural resources	UNODC		USAID, EU, other international donors and partners; local media; media capacity-building CSOs	Number of well documented media investigations of illegal mineral trafficking networks published / Increase in convictions of illegal traffickers supported by media and CSO
Initiative 3.5	Continued support to bankable and scalable cross-border projects, aiming to transform border areas into catalysts for growth in DRC, Rwanda, Burundi and Uganda with a focus on youth and women initiatives in cross-border trade	UNEP	OSESG-GL, UN-Habitat	CSOs, BADEA, ICGLR and EAC	Increase in successful cross-border project transforming border areas; Improvement in participation and engagement of women and youth in scalable cross border trade
Initiative 3.6	Facilitate establishment of a coordination platform between Governments of the region, the private sector, regional coordinator offices, resident coordinator offices and international partners, with a view to furthering concerted resource mobilization and bolstering regional economic integration through the implementation of the AfCFTA	UNECA	RCOs, UNDP; UN-Habitat, OSESG-GL	CSOs, Women Advisory Board, Eastern African Subregion Support Initiative, ICGLR (WPS fora), EAC, PSC Framework Signatory countries	Coordination platform established; progress in implementation of the AfCFTA in the region
Initiative 3.7	Establishment of a virtual observatory bringing together cross-border projects promoters and investors to track progress during the implementation phase on transboundary economic cooperation	OSESG-GL	UN-Habitat	Private sector	Improved monitoring and evaluation of regional economic cooperation

ANNEX 3: Phase I [1 January 2023 - 31 December 2023]

FINDING DURABLE SOLUTIONS TO FORCED DISPLACEMENT

Goals						
(1) Comprehensive durable solutions strategy for forcibly displaced people agreed and implemented						
(2) Reduced risk of statelessness in the Great Lakes region						
(3) Opportunities for community reintegration of refugees and IDPs enhanced						
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	
Initiative 4.1	Deploy good offices to encourage respect for Human Rights and fundamental freedoms and dialogue among authorities and citizens on refugee/IDP issues.	UNHCR, OHCHR	OSESG-GL, Regional Coordinators	AU, ICGLR, SADC, EU, ICG	Number of advocacy efforts with governments to protect citizens, to dialogue with citizens on the refugee and IDP question, give full access to rights to all citizens without discrimination, access to essential services, act to prevent displacement	
Initiative 4.2	Advocate with all countries in the Great Lakes region to grant international protection to refugees in full compliance with the principle of non-refoulement enshrined in international law and to uphold the civilian character of asylum by separating combatants from civilians	UNHCR	OSESG-GL, RCOs	ICRC, ICGLR, PSCF signatory countries	Increase in the number and efficacy in refugee protection among ICGLR Member States including grant of asylum	
Initiative 4.3	Continue to support implementation of the ICGLR Strategy on durable solutions with an emphasis on adoption of transitional justice measures	UNHCR	UNDP, OSESG-GL, OHCHR	PSCF signatory countries; CSOs	Number of pilot initiatives to implement the Staregy	
Initiative 4.4	Convene the first review meeting of the implementation of the Kampala Declaration pursuant to the Ministerial Meeting on the situation of Refugees of 2019	UNHCR	OSESG-GL, RCOs	Signatory countries and guarantors	First implementation review meeting held. / Implementation advanced.	
Initiative 4.5	Facilitate and promote community dialogue and reintegration in displacement sites in ICGLR Member States	UNHCR	UNDP, IOM, UN-Habitat	ICGLR CSO Fora, Community leaders incl. Church leaders	Number of community dialogue and reintegration programmes initiated and implemented among stakeholders in displacement sites in the region	

ANNEX 3: Phase I [1 January 2023 - 31 December 2023]

PROMOTING REGIONAL PREPAREDNESS TO PUBLIC HEALTH CRISES

Goals						
(1) Establishment of a regional response mechanism and procedure to public health crises						
(2) Harmonization of cross-border policies on addressing public health crises						
(3) Enhanced protection of vulnerable groups against socio-economic impact of health crises						
Initiative	Description	Lead Entity(ies)	Collaborating UN Entity(ies)	Collaborating Stakeholders	Indicators of progress	
Initiative 5.1	Support and strengthen the technical and resource capacity of the regional ICGLR health regulatory and coordination structure for best practice exchanges on prevention, mitigation and dealing with health pandemics and epidemics	WHO	UNDP; IOM	ICGLR, Member States	Coordination structure and technical capacity established in Member States.	
Initiative 5.2	Strengthen capacity of National Human Rights Institutions and civil society actors to raise awareness of and protect against the human rights implications of public health crises	OSESG-GL	UNDP; OHCHR, IOM	NHRI	By 2023 all NHRI in the GLR (re-) claim Paris Principle 'A' status / NHRI that can effectively implement their mandate, including on addressing HR challenges related to post COVID-19 recovery	
Initiative 5.3	Strengthen health protection programs for cross-border groups, including in refugee camps and for other vulnerable populations.	WHO	UNDP; UNHCR, IOM		Number of health protection programs available for crossborder initiatives including refugees and IDPs in camps	
Initiative 5.4	Promote initiatives aimed at strengthening social protection, with special attention to vulnerable and marginalized groups and sectors	UNDP	UNHCR, WHO, IOM, UN-Habitat		Availability of social protection programmes in ICGLR Member States for vulnerable and marginalised groups	
Initiative 5.5	Support ICGLR Member States to volunteer to undertake country structural vulnerability assessments (CSVRA) and mitigation strategies (CSVMS)	UNCTs	UNDP; IOM	AU, RECs	At least 1 country volunteers to undertake CSVRA and CSVMS in the ICGLR Member States	
Initiative 5.6	Strengthen capacity of regional and national mechanisms to mobilise resources including through debt relief efforts to strengthen financial shock absorption of the region from public health crises	UNDP	ECA	International Conference on the Great Lakes Region, World Bank, EU	Level of improvement in the capacities of regional and national mechanisms to negotiate debt relief and raise resources to cushion Member States financial vulnerabilities from public health crises	

