



**[INSERT NAME OF MPTF/JOINT PROGRAMME]
FINAL PROGRAMME¹ NARRATIVE REPORT**

Programme Title & Project Number
<ul style="list-style-type: none"> • Programme Title: Rehabilitation of military barracks in Guinea-Bissau • Programme Number (if applicable):PBF/GNB/B-2 • MPTF Office Project Reference Number: 66673

Country, Locality(s), Thematic Area(s)²
<i>(if applicable)</i> Country/Region Guinea-Bissau – Bissau, Gabu, Quebo Security and Justice Sector Reform
<i>Thematic/Priority</i>

Participating Organization(s)
<ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme

Implementing Partners
<ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations

Programme/Project Cost (US\$)	
MPTF/JP Fund Contribution:	1 905 000
• <i>by Agency (if applicable)</i>	
Agency Contribution	N/A
• <i>by Agency (if applicable)</i>	
Government Contribution <i>(if applicable)</i>	N/A
Other Contributions (donors) <i>(if applicable)</i>	N/A
TOTAL:	1 905 000

Programme Duration (months)	
Overall Duration <i>(months)</i>	18 months
Start Date ³ <i>(dd.mm.yyyy)</i>	18/07/2008
End Date (or Revised End Date) ⁴	30/06/2011
Operational Closure Date ⁵	31/12/2011
Expected Financial Closure Date	30/06/2012

Final Programme/ Project Evaluation
Evaluation Completed
<input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____
Evaluation Report - Attached
<input type="checkbox"/> Yes <input type="checkbox"/> No

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¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#).

⁴ As per approval by the relevant decision-making body/Steering Committee.

⁵ All activities for which a Participating Organization is responsible under an approved MPTF programme have been completed. Agencies to advise the MPTF Office.

FINAL PROGRAMME REPORT

I. PURPOSE

- a. Guinea-Bissau is going through a process of relative and fragile peace which needs to be reinforced and consolidated through concrete measures aimed at preventing attempts to compromise an already-difficult situation through the use of force for purposes of justifying an action or resolving a dispute. The economic and financial situation in Guinea-Bissau does not permit the country to resolve the crucial and pressing problems it faces. Consequently, Guinea-Bissau can only confront this difficult situation through the support of the international community, particularly the United Nations system. In this connection, Guinea-Bissau Armed Forces personnel are faced with the difficult problem of living in precarious and inhuman conditions in the military
- b. The project main outputs and outcomes are as follows : 1) Rehabilitating 33 military barracks dispersed across 11 localized military units across the national territory: (the rehabilitation programme targets dormitories, service areas, kitchens, dining halls, bathhouses and latrines / toilets and electric or solar energy supply), respecting pre-established norms and standards. 2) Revision and reconditioning of electrical installations and supply of alternative energy for a normal functioning of electrical installations in 33 barracks. 3) Rehabilitation of wells and building of new ones. 4) Strengthen the capacity of the Department of Infrastructure and of Modernization. The overall objective of the project is to improve the living conditions of more than 4000 military personnel serving in armed defense forces in Guinea Bissau.
- c. The project falls within one of the peace building priority areas, Security Sector Reform identified by the Government and the Peace building Commission and fits within the Framework of projects envisaged for funding within the framework of the Government SSR/DDR Programme and also falls in line with peace building efforts being undertaken by the Government and partners to improve political stability and peace.
- d. List of primary implementing partners and stakeholders including key beneficiaries:
 - Peace Building Fund Secretariat
 - Ministry of National Defense
 - Department of Infrastructures
 - PBF National Steering Committee
 - Project Management Committee
 - Local building contractors
 - Army personnel are the key beneficiaries.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. Report on the key outputs achieved and explain any variance in achieved versus planned results.

The project was designed to be executed in four sectors, corresponding to the 4 geographical areas involved, and implementation was supposed to start simultaneously in these four areas. This approach is to help facilitate follow up and monitoring, as well as ensure that the impact of the project is felt across the board.

- East sector : Bafata and Gabu
- South sector: Quebo and Buba
- North sector: Cantchungo and Buba
- Central sector: General Armed Forces Headquarters, Navy Staff Quarters, Army Staff Headquarters and 25 May Campaign Regiment.

In the barracks – the dormitories are dilapidated, with bathrooms in an advanced state of degradation. These facilities lack water and electrical supply or alternative sources of electricity and are without proper kitchens or dining halls. These deficiencies have transformed the military barracks into places where diseases can fester and where safety is at risk given the crumbling walls and falling roofs.

According to the overall assessment conducted by the military engineers and UNOPS technical team in the selected 11 localities in 2009, the anticipated budget of USD 1 905 000 to partially rehabilitate 33 military barracks was not sufficient to meet the real needs. Therefore, the national implementing partners suggested excluding the dormitories and services areas and to rehabilitate only the sanitation areas, the kitchen areas and the dining halls. The joint technical team also recommended the selection of units/surfaces to be rehabilitated during the first phase of the project. Based on this, the statement of works was drafted and submitted to the Ministry of National Defense for official approval in June 2009.

In August 2009, the Management Committee presented a reformulation of the project which took into consideration the total rehabilitation of the units located in Gabu, Quebo and Amura, including a new chronogram of activities. The revised project document affected the output number 1 of the project document approved by the National Steering Committee in December 2009. The new proposal stated that the total number of rehabilitation should be 3 units instead of total/partial rehabilitation of 10 units as initially foreseen.

Therefore, the following three units were selected for total rehabilitation by the Ministry of National Defense through the project's management committee: the military barracks of Gabu in the eastern part of the country with 31 buildings rehabilitated and the military barrack of Quebo (Southern part of country) with 16 buildings including installation of water tanks and running water facilities in both barracks. In the capital city, Bissau, the Fortress of Amura housing the Armed Forces headquarters, the military engineers have been supplied with all necessary building materials for the complete rehabilitation of 4 buildings. Thus a total of 51 buildings were affected by the projects including water facilities equipment.

- b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

In this section, it is worth noting that according the overall assessment conducted by the military engineers and UNOPS technical team in the 11 localities, the anticipated budget in the project document, for the rehabilitation of 33 military barracks is unrealistic.

Output 1

Thanks to the works executed, according to the reformulated project document, the achieved outputs improved the quality of life in the military barracks for a healthy atmosphere and thus reduce prospects for discontentment and revolt. It has contributed to the process of peace stabilization in Guinea Bissau. The quality of living conditions of the military personnel have improved and their pride and dignity restored. During the handover ceremony on August 10, 2011, the army personnel have expressed their satisfaction for the newly rehabilitated buildings (dormitories, bathrooms, dining halls, laundry rooms, garage, warehouses for weapons, etc...

In terms of recruitment and mobilization of project management team, the project was designed to recruit only 3 staff (2 engineers and 1 senior engineer). From December 2010, following the reformulation of the project, the project team has been reinforced to accelerate the project's activities with the recruitment of 2 national architects, 1 administrative assistant and 1 driver. From that time, it took 18 months to carry out the entire works according to the reformulated project document.

Output 2 – Revision and reconditioning of electrical installations and supply of alternative energy has not been undertaken.

This activity was not implemented since the anticipated budget was far less than the estimated costs provided after the technical assessment conducted by the consultants of the national counterpart for the two barracks (Gabu and Quebo) located countryside. In these areas, the Ministry of national Defense strongly recommended the use of solar energy to prevent any lack of fuel for the generators and knowing that the most important equipment needed for this activity should be imported.

Output 3: Rehabilitation/digging of wells and building new ones

This activity has been successfully achieved in both military barracks of Gabu and Quebo. New wells have been bored in each site and water tanks facilities successfully installed with running water available into the buildings.

- c. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g. MDGs, National Priorities, UNDAF outcomes, etc

The project was a critical component of the SSR programme of the Government of Guinea Bissau. It fits with the framework of projects envisaged for funding within the framework of the Government SSR / DDR Programme and also was in line with peace building efforts being undertaken by the Government, International Community and partners. The implementation of this project assisted in providing key infrastructures, essential for improving the living as well as working conditions of the army personnel, who are also involved in the SSR Programme. The project was also a high visible project as these military barracks were handed over through an official ceremony full covered by national and international media.

- d. Explain the contribution of key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

The collaboration with the Ministry of National Defense and the Ministry of Public Works, through the management committee has facilitated the implementation of the project in the definition of the priorities, the real needs and the technical approach of the works. This collaboration also allowed substantial progress as it reduced the bureaucracy delays in terms of decision making and approval. The members of the management committee were appointed through ministerial decree to avoid changes in the composition when a reshuffle happen in the Government.. The Peace building Secretariat has also played a key role in the facilitation of the progress work. Thanks to the Steering Committee, the project has been granted a no-cost extension allowing the technical team to complete the works.

- e. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation? Provide percentages/number of beneficiary groups, if relevant.

The primary beneficiaries of the project are the military personnel. In Gabu, Quebo and Amura military barracks there are about 1 000 army personnel (military officers and soldiers). For the two first sites, building companies have been contracted, after a competitive bidding process. They executed the works under direct supervision of UNOPS technical team in collaboration with the Project management committee. The military personnel through the steering committee and the management committee were directly involved in the monitoring and supervision of these rehabilitation. . As for the fortress of Amura, 66 army personnel were selected to execute the works under the supervision of UNOPS technical team contributing thus to the enhancement of the technical skills of the military engineers involved in the rehabilitation works and strengthen their experience in this field.

- f. Highlight the contribution of the programme on cross-cutting issues pertinent to the results being reported.

To promote peace, security and stability in the West Africa region, one of the SSR strategic priority in Guinea Bissau, adopted by the Government of Guinea Bissau in close collaboration with funding agencies and international and bilateral partners, the project contributed to peace stability in improving the quality of life in the military barracks; enhancing the discipline among military personnel and creating conditions for professionalization of Guinea Bissau Armed Forces. Employment, National Reconciliation, Dialogue and Good Governance being all together peace dividends, cross cutting issues pertinent to peace stabilization have positively been affected through this project.

- g. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate (Not applicable.)
- h. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV, if applicable.

III. EVALUATION & LESSONS LEARNED

- a Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme have been done yet?

No major findings have been underlined in SNOC evaluation report done on September 2010.

- b Explain, if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

Some constraints have been noted as follows during the project implementation:

- The basic technical survey to determine the costs of the project: The overall assessment conducted by the military engineers and UNOPS technical team shows that the initial budget was unrealistic. The project document has been reformulated in order to select the barracks to be rehabilitated with available funds. The socio-political situation of the country: Elections, Assassinations and multiple Governmental reshuffles which have undermined the national ownership and continuity;
- The project also faced challenges related to various requests from national counterpart not directly related to the agreed work plan. UNOPS had to strictly adhere to the agreed work plan and the rejection of these adhoc requests was sometimes source of conflicts.
- The limited access to the military infrastructures during the technical surveys to provide correct measures of the surfaces to be rehabilitated. With the installation of the management committee, it becomes easier to access into the barracks to measure the surfaces.
- The lack of administrative staff to support the project implementation. The project was designed to recruit only 3 staff. With the recruitment of more additional technical and administrative staff, the project's team could delivery services timely and efficiently.
- The climatic conditions of Guinea Bissau with a long rainy season period caused also delivery delays.

C Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,

- To make an adequate deep technical survey and assessment in order to correctly estimate the required budget and duration of the project implementation.
- To clearly define the structure of the project in terms of required minimum staffing.
- Unrealistic and unfeasible project design: disappointment among national partners and difficulties in the communication process and in the general perception and understanding of the project.
- The involvement of the management Committee on the technical and administrative aspects of the projects management Set up a sedentary management committee to avoid any change of members when the government faced reshuffles
- Improve the communication between the national counterpart and executing agency to avoid misunderstandings and unproductive behaviours that delayed decision making for the project's activities.
- Reinforce the presence of the executing agency in the country.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1: Partial rehabilitation of 33 military barracks in 11 localities – Revision and reconditioning of electrical installations and supply of alternative energy - Rehabilitation of wells and building new ones.							
Output 1.1	Indicator 1.1.1	Rehabilitation of Barracks.	Measures to quantify actual costs for budgeting purpose.	The feasibility study has served to develop a new planning and updated estimated costs.	The Ministry of National Defense (MDN) has underestimated the works to achieve compared to the available budget.	UNOPS and MDN.	The delay in the definitions of the stage has slowed up the progress in the targeted objectives.
	Indicator 1.1.2						
Output 1.2	Indicator 1.2.1	Solar Panels	Measures to quantify actual costs for budgeting purpose.	Works not achieved at this stage, Lack of collaboration from MDN.	MDN in charge of the feasibility study of solar panels did not provide timely clear information to UNOPS.	UNOPS	
	Indicator 1.2.2						

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 2 Rehabilitation of 2 military barracks (Gabu and Quebo) and supply of building equipment for Amura fortress, based on the reformulation of the project document – Set up of the management committee to support the activities and the partnership with the client							
Output 2.1	Indicator 2.1.1	Works rehabilitation	Quantification of measures and achievement	Achievement of planned works.	No significant variance between forecasting and achievement.	UNOPS and Project Management Committee.	The set up the project management committee has helped a lot in the stages.
	Indicator 2.1.2	Execution of waterholes	Execution of waterholes with water tanks of 10 m3 capacity working on solar energy.	Achievement of forecast works (execution of waterholes).	Due to budget constraints, the waterholes will work on generators and not on solar panels.	UNOPS and Project Management Committee.	
Output 2.2	Indicator 2.2.1	Supply of building materials for the rehabilitation of Amura Fortress	The remaining budget will serve for the procurement of building materials.	Estimate for the required materials of 4 buildings in Amura is available.	N/A	UNOPS and Project Management Committee.	
	Indicator 2.2.2	Solar Panels	Quantification of measures and achievement and budget elaboration	The result of the assessment will help for future.	N/A	UNOPS and Project Management Committee.	



Figure 1 Keys remittance during handover ceremony of the barracks - 10 August 2011



Figure 2 - Military building rehabilitated in Gabu barrack. - - Handover ceremony August 10, 2011



Figure 3 - Military building rehabilitated in Gabu barrack. - - Handover ceremony August 10, 2011



Figure 4 - Bathroom rehabilitated in Gabu military barrack - Handover ceremony August 10, 2011