



**United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund
(PBF)**

PROJECT DOCUMENT COVER SHEET

Project Title: Labor-intensive employment for youth and women in lead-up to and immediate post-electoral period in Guinea Bissau	Recipient UN Organization(s): UNDP
Project Contact: Gabriel Dava Address: UNDP Guinea Bissau Telephone: (+245)320 13 48/62/68 E-mail: gabriel.dava@undp.org	Implementing Partner(s): ADPP - (Associação de Ajuda de Desenvolvimento de Povo para Povo) AGEOPPE - (Agência Guineense de Execução de Obras de Interesse Público e Promoção de Emprego)
Project Number: <i>To be completed by UNDP MPTF Office</i>	Project Location: Bissau and Selected Regions
Project Description: Pilot project focusing on the rehabilitation of socio-economic infrastructure and targeting youth and women, on the assumption that if they have immediate access to income opportunities that they perceive as first-hand peace dividends allowing them to cover the basic needs of their families and community households at a larger scale, then their confidence in the state will be enhanced, providing a foundation for stronger civic engagement.	Total Project Cost: 1,885,120 US\$ Peacebuilding Fund: 1,885,120 US\$ UNDP BCPR TTF: 0 Government Input: 0 Other: 0 Total: 1,885,120 US\$
	Project Start Date and Duration: December 2013 (9 months)
Gender Marker Score¹: 2 <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved.</i>	
PBF Outcomes² (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding): Short-term employment generation as a foundation for stronger civic engagement (PBF Outcome: <i>Revitalize the economy and generate immediate peace dividends</i>).	
Project outputs and key activities:	
1. Target population benefits from rehabilitated animal production infrastructures <ol style="list-style-type: none"> a. Rehabilitation of slaughterhouses b. Rehabilitation of local markets c. Support producers (associations, individuals) of short cycle animals 	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

² PBF outcome areas

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR, (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

(2.1) National reconciliation; (2.1) Democratic Governance; (2.3) Management of natural resources;

3: Revitalize the economy and generate immediate peace dividends (Priority Area 3);

(3.1) Short-term employment generation; (3.2) Sustainable livelihoods

4) (Re)-establish essential administrative services (Priority Area 4)

(4.1) Public administration; (4.2) Public service delivery (including infrastructure).

<p>2. Target population of benefits from a rehabilitated water drain in Chão de Papel</p> <p>a. Construction and concrete profiling the main outlet.</p> <p>b. Flushing and evacuation of debris of the main and secondary outlets.</p> <p>c. Construction of links between main and secondary outlets.</p>
<p>3. Target population benefits from a rehabilitated water drain in Pansau Na Isna</p> <p>a. Construction and concrete profiling the main outlet.</p> <p>b. Flushing and evacuation of debris of the main and secondary outlets.</p> <p>c. Construction of links between main and secondary outlets.</p>
<p>4. Target population of Mansaba benefits from a rehabilitated agro-pastoral center</p> <p>a. Rehabilitation of the agro-pastoral center facilities and adjacent working fields.</p>
<p>5. Target population (sellers and buyers) benefits from a better sanitation of Bandim Market (main market of Bissau)</p> <p>a. Rehabilitation of rain water drainage system.</p> <p>b. Rehabilitation and extension of the sanitary bloc, supply of drinking water.</p> <p>c. Construction of a butcher shop.</p>

<i>(for IRF-funded projects)</i>	
<p>Recipient UN Organization(s) UNDP</p> <p><i>Name of Representative</i> Gana Fofang, Resident Representative</p> <p><i>Signature</i></p> <p><i>Date & Seal</i> <i>(Usually SRSG for mission settings and RC for non-mission settings. If it is a joint project all the Heads of UN Entities/Agencies receiving funds should sign)</i></p>	<p>Representative of National Authorities Ministry of Economy and Regional Development</p> <p><i>Name of Government Counterpart</i> Soares Sambu, Minister of Economy and Regional Development</p> <p><i>Signature</i></p> <p><i>Date & Seal</i></p>
<p>Peacebuilding Support Office (PBSO)</p> <p><i>Name of Representative</i> Judy Cheng Hopkins, Assistant Secretary-General for Peacebuilding Support</p> <p><i>Signature</i></p> <p>Peacebuilding Support Office, NY <i>Date & Seal</i></p>	<p>UNIOGBIS</p> <p><i>Name of Representative</i> José Ramos Horta, SRSG</p> <p><i>Signature</i></p> <p>UNIOGBIS <i>Date & Seal</i></p>

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PROJECT COMPONENTS:

COMPONENT 1: (The “WHY”)

a) Situation analysis, financial gap analysis and assessment of critical peacebuilding needs

Conflict drivers and critical peacebuilding needs:

The coup d'état of 12 April 2012, which took place on the eve of campaigning for the second round of presidential elections, ended the longest-serving government in Guinea-Bissau since 1998. The coup happened as a result of a combination of internal causes: (a) strained relations within and between the military and the political leadership; (b) factionalism within the PAIGC, the majority party in Parliament, which led to the alliance of some PAIGC dissidents with the political opponents of Prime Minister Gomes Júnior, who together waged a campaign pressing for his dismissal; (c) the perceptions over the presence of the Angolan military assistance mission (MISSANG) which, during the electoral process, was seen by some members of the military leadership and the non-parliamentary opposition coalition, the Forum of Political Parties, as an attempt by the Government led by Gomes Júnior to shift the balance of power in his favor against the military leadership; and (d) the controversy over the presidential elections of March 2012. Accelerating factors leading to tensions among national actors included the exclusion of non-PAIGC elites from senior administrative positions following the party's victory in the legislative elections of 2008.

Following the military coup of 12 April 2012, constitutional order has not been restored in Guinea-Bissau notwithstanding the continuing efforts of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), sub-regional, regional and international partners to resolve the crisis. However, a consensus has gradually emerged amongst national and international partners that there is an urgent need to work towards the creation of a conducive environment for conducting transparent and credible elections, which would lead to the establishment of a legitimate government that can usher in more stable political, secure, social and economic conditions.

The recurrent political instability has undermined the implementation of ambitious and sustainable public policies. Between 2000 and 2010, the country has achieved an average annual growth rate of HDI 0.9%, against an average rate of 2.1% for sub-Saharan Africa and 1.68% for countries whose HDI are very low. Two factors contribute to the low HDI Guinea-Bissau: (1) widespread poverty, with very low monetary income and life expectancy (48.6 years), closely linked to (2) the absence of income-generating opportunities and the difficulty of accessing quality health services. These weak indicators affect women in particular, and there is a gender inequality index of about 0.381 in 2007, placing the country in 148th place amongst 155 countries surveyed.

In the aftermath of the coup of April 2012, the socio-economic situation in Guinea Bissau further deteriorated. Most traditional partners of Guinea Bissau suspended their aid, an impasse worsened by the fact that the prospect for the current (2013) cashew campaign is not encouraging. These two developments have brought into stark relief the weakness of the state, its dependency on foreign assistance and the cashew monoculture and its inability to deliver even basic services to the population. Indeed, the Bissau-based state has largely defaulted in delivering its part of the social contract, while the population has adopted subsistence survival strategies. State institutions are essentially weak and serviced by mostly inadequately skilled, demoralized personnel. Moreover, political patronage often takes precedence over fair competition and merit in recruitment. Thus, the state as an instrument to provide security, service delivery and the opportunity to escape poverty has never been realized and has come to be seen as irrelevant to their daily lives by the vast majority of ordinary men and women.

- Existing efforts and gaps:

In socio-economic terms, after a long period of recession, the economy of Guinea-Bissau reached a new growth period, especially after 2008. Thus, despite an unfavorable environment (political and institutional instability, serious deficiencies in basic economic infrastructure, including energy and transport, and the impact of the international economic crisis and the oil crisis), the rate of real growth between 2008 and 2009 was, on average, of 3.1%, a pronounced improvement in comparison with the results of 2006 and 2007 (1.2% on average), but significantly below the target of 5% determined by the first PRSP. However the economic growth rate was not sufficient to respond to the pace of population growth, which is on average of 2.5%, thus resulting in the aggravation of poverty - both in its extreme dimension (less than \$ 1 per day / person income) and in its absolute terms (less than \$ 2 per day / person). Based on estimates from ILAP II (Light Survey Poverty Assessment), the index of extreme poverty in 2010 stood at 33% against 20.8% in 2002, while absolute poverty has increased from 65% in 2002 to 69.3% in 2010. The situation worsened dramatically after the 2012 coup, which left Guinea Bissau

virtually isolated internationally, with the exception of the political and military support it has continued to receive from ECOWAS.

To face these challenges and other adverse effects of the current crisis on the population of Guinea-Bissau, the UNCT has joined efforts to find mitigating mechanisms. One of the solutions proposed is the reorientation of objectives to development actions with immediate impact on the population in general. These efforts are taking place against the broader background of the political efforts undertaken by SRSG José Ramos-Horta, who has suggested that the political transition in Guinea-Bissau should be seen as a two-phase process. The first period, phase one, goes up to the presidential and legislative elections (now scheduled for March 2014). The second period, phase two, would focus on post-election stability, with an emphasis on a government of national unity formed by the winners of the presidential and legislative elections and the implementation of a post-election reform programme developed by the High-Level Strategic Planning and Coordination Commission (PBF IRF project approved in July 2013), whose main focus will be a comprehensive programme of state-(re)building.

If successful, the proposed pilot initiative will aim to show the population of Guinea-Bissau (the direct and indirect beneficiaries) that the international community, including the UN, is committed to the two-phase approach outlined by the SRSG, especially to improving the essential foundations for their socio-economic livelihood.

b) Project (Portfolio) Justification

- Project's relevance to peacebuilding:

The extreme fragility of the current political situation in Guinea-Bissau demands a multi-pronged approach that can help achieve a sufficient level of social and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups, as well as begin addressing drug trafficking and organized crime. Within this context, the emphasis on elections is necessary, but it is not sufficient; it is arguably what happens before and after the elections that will determine the success or failure of the latest stabilization efforts.

While the political and socio-economic causes of recurrent instability and conflict in Guinea-Bissau are multifaceted and crosscutting, as pointed out above, they are linked to the struggle among different groups from the military and political class to monopolize scarce socio-economic opportunities. Within this context, the few economic opportunities that do exist, which are either controlled by/ related to the State or dependent on raw cashew nut, are mainly intercepted by a restricted elite concentrated in Bissau and connected to the overall political-military power system.

The resulting exclusion is facilitated by the opacity of existing rules, their flawed application and corruption. The perennial structural fragility of economy is not apt to create meaningful opportunities for the population, especially in rural areas, who continue to be poor, socially unprotected and confined to subsistence activities and informal trade. Not surprisingly, then, this situation is a source of discontent amongst the population, a serious threat to the livelihood of households, especially in terms of food and social security, and particularly to women and youth, who are less likely to have access to patronage networks, posing extra strains to an already precarious condition.

The peacebuilding relevance of this project can be summed up as a pilot initiative to demonstrate the potential peace dividends of stability in the lead-up to and immediate aftermath of the elections, while beginning to expand income-generating opportunities. In concrete terms, the project aims to create 528 short- and medium-term jobs and lay the foundations for a programme comprehensive enough to systematically address unemployment in the post-electoral period, thus contributing to gradually (re)building public confidence in the social contract between the state and its citizens. The chosen socio-economic infrastructure projects are all high-impact, high-visibility: the three main water drains of Bissau, markets, slaughterhouses, as well as the main agro-pastoral center in Mansaba, which has been selected for its potential to impact a large number of livelihoods (Mansaba is one of the few such centers in Guinea-Bissau).

According to a census undertaken in 2009, the population of Guinea-Bissau is estimated at 1.5 million inhabitants, where more than 50% are women, 60% young people under 25 and 25% under 15. Unemployment among the young is estimated at about 30%³, and women bear a disproportionate burden for ensuring the livelihood of families and communities. Apart from the effect of political instability on productive activity and investment, the deterioration of the education system that followed them and the low level of skills among the population represent a further major barrier to labour market access, both

³ African Development Bank, Report on employment 2010

present and future. This barrier is further compounded by the limited access youth and women have to the patronage networks controlled by the military and political elites.

- Catalytic effects:⁴

The proposed project is a pilot initiative within the context of a rapid job creation and income-generating program UNDP and its partners intend to implement in rural and urban areas of Guinea Bissau focused on the rehabilitation of critical socio-economic infrastructure. The portfolio was developed in partnership with a wide range of stakeholders from government as well a civil society and totals approximately USD 280 million. To date, the World Bank has expressed an active interest in partnering with the UN once its freeze on initiating new programmes in Guinea Bissau has been lifted.

If successful, the proposed intervention will further help Guinea Bissau take significant steps towards a more constructive social dynamic before the elections and thus lay the foundations for an important aspect – job creating and income generation – of the large-scale project of state (re)-building envisioned in their aftermath. Less tangibly but no less importantly, this pilot project aims to raise hope among young people for a better future by engaging them in income-generating activities that will lead to improving their living conditions and provide them with access to basic services. Finally, the longer-term objective is to rebuild confidence in the state and the value of citizenship and civic engagement.

COMPONENT 2: (the “What”)

a) Project focus and target groups

- Project focus:

The strategic focus of the project is to support activities of construction or rehabilitation of high-impact, high-visibility socio-economic infrastructure (water outlets, markets, an agro-pastoral center.), in the autonomous sector of Bissau and a cross-cutting group of regions, using a labor-intensive approach (LI) for the creation of short-term (4 to 9 months) jobs. The regions and projects have been selected through extensive consultation with national stakeholders (government and civil society), who have identified the utmost priorities among a USD 280 million portfolio of projects, all considered urgent. The criteria taken into account include: visibility, social utility and impact (with a strong emphasis on public health), and number of LI jobs to be generated.

The **expected results** are:

- Creation of income-generating opportunities for previously excluded segments of the population, with a particular emphasis on youth and women, in the lead-up to and the immediate aftermath of the elections, while improving access to basic services (water, a more sanitary environment, other socio-economic infrastructure);
- Demonstrate, during a time of political volatility (post coup, elections) the potential peace ‘dividends’ of state (re)building with a view to rebuilding population trust in the social contract; the rehabilitation projects will be clearly identified as pilots for a larger initiative contingent upon the successful restoration of constitutional order following the elections;
- Initiate a longer-term large-scale programme efficiently binding employment, investment and structural poverty reduction, with an explicit focus on trust and confidence building among the most vulnerable sectors of the population.

The High Intensity Labour (LI) approach means that the work will be performed with light equipment rather than heavy machinery, while at the same time limiting costs. The optimal balance between labor and machinery is highly dependent on the level of wages within a country and must be adapted to each context and each region. This term is used as opposed to the equipment-intensive (HIEQ) approach that refers to methods used

⁴ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) launches an initiative that allows for longer-term or larger peacebuilding efforts or b) unblocks a stalled peacebuilding process and/or c) it undertakes an innovative, risky or politically sensitive intervention that other actors are unwilling to support and that addresses conflict factors. Also see www.unpbf.org/catalytic programming, or *Guidance Note How to programme for catalytic effects?* (Annex 5.2)

mainly in developed countries. The coefficient of labor, i.e., the share of wages in the total project cost, can vary greatly depending on the type of work and the level of local wages. However, the coefficient itself is less important than the need to give priority to labor. LI does not promote the highest percentage of labor at all costs, but rather promotes the use of working methods that optimize the labor component, usually by a combination of cost-effective labor and light equipment.

- Key target groups/beneficiaries:

The key target beneficiaries of this project are 528 youth and women in the autonomous sector of Bissau and in the selected regions. Each labor-intensive construction site will mobilize between 169 and 360 male and female workers, over periods of 120 to 270 days, depending on the site. The total number of workers that will be mobilized by the project is estimated at 528, at least 30% of them women. The project will benefit indirectly about 2,112 individuals, considering an average household size of 4 members in Guinea-Bissau. In addition, the project will yield social benefits resulting from improved quality of sanitation in the beneficiary regions.

Based on a previous UN comprehensive assessment of possible LI sites that can be developed in Guinea-Bissau in accordance to peacebuilding criteria, and considering the financial and time constraints, this project will focus on the implementation of **05 sites** covering the following regions: Autonomous Region of Bissau, Oio, and Cacheu.

The selection criteria of the sites/activities are:

1. Preference for sites targeting the large largest number of unemployed youth and women, while taking strategic positioning and geographic balance into account as much as possible (Cacheu is the North, bordering Senegal; Oio is in the East; and the Autonomous Region of Bissau is home to an estimated one third of the country's population)
2. Preference for sites targeting vital socio-economic infrastructure that could lead to immediate and visible improvements in the life of the population;
3. Preference for sites that can engage both male and female workers (gender sensitive).

Youth and women will be selected on the basis of a process taking into account their vulnerability. The opening of the projects will be widely advertised through community radios and local networks of youth, women's and community groups. As mentioned above, they will be clearly identified a pilot initiatives for a large-scale program to be implemented in the context of the successful restoration of constitutional following the elections. Community groups, including women and youth networks, will be consulted in the selection of beneficiaries.

b) Theory of change: linking activities to results

If at-risk groups like youth and women have immediate access to income opportunities that they perceive as first-hand peace dividends allowing them to cover the basic needs of their families as well the needs of community households at a larger scale, then their confidence in the state will be enhanced, providing a foundation for stronger civic engagement.

COMPONENT 3: (the "How" or Implementation Strategy) (maximum one and a half pages)

a) Implementation approach

- Prioritization and phasing of support:

The project will implement five (5) LI construction sites across three regions. Prioritization will be determined in consultation with the national implementing partners, taking into account the current period of the dry season, which would favor an urgent focus on the water drains of Bissau, and the beginning of the rainy season in May 2014.

Construction sites will be divided among implementing partners as follows:

- ADPP (Associação de Ajuda de Desenvolvimento de Povo para Povo) will run 01 site, reaching 42 workers (Centro Agro Pastoral de Mansaba);
- AGEOPPE (Agência Guineense de Execução de Obras de Interesse Público e Promoção de Emprego) will run 04 sites for development of urban infrastructure, reaching 486 workers.

LI activities will commence during the lead-up to the elections and will be completed within ten months (December 2013 – September 2014).

- Project implementation modalities: Describe the implementation modality of the project (ex. UN Joint Project Pass-through modality or single RUNO's project). The project needs to have a Project Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.⁵

The project will adopt a Direct Implementation Modality (DIM) and will have two implementing partners, namely ADPP (Associação de Ajuda de Desenvolvimento de Povo para Povo) and AGEOPPE (Agência Guineense de Execução de Obras de Interesse Público e Promoção de Emprego). Both implementing partners are regional agencies with extensive experience in the implementation of LI projects. No other entities with a similar profile exist in Guinea Bissau, so it was not possible to organize a competitive selection process. However, the comprehensive UN assessment established that AGEOPPE is a non-profit organization created by the government of Guinea-Bissau with the support of the World Bank to promote job creation by revitalizing the sector of Small and Medium Enterprise (SME) employment and High Intensity Labor (HLI) was the basis of this approach; they are a founding member of AFRICATIP, which is an African Association of Executing Agencies of Public Interest Works (AFRICATIP) and a tool of integration and inter-African cooperation including 20 agencies from 17 African countries. ADPP, a non-profit regional organization originally started by Danish volunteers, was similarly evaluated during preliminary studies in order to ascertain its implementing capacity.

The project will engage the occasional advisory services of the two consultants who developed the comprehensive UN assessment of LI sites. These will work closely with a UNV project coordinator and the UNDP programme officer. Overhead costs are not to exceed 10 % of the value of the project, taking into account the lessons learned from the previous PBF Employment project. The project will also have a Project Board that will oversee project implementation and provide quality control.

b) Budget

- Categories:

CATEGORIES	TOTAL (USD)
1. Staff and other personnel: Project Coordinator	25,476
4. Contractual services:	
Perception survey	120,000
External consultant for project final evaluation	35,000
5. M&E Missions	80,000
6. Transfers and Grants to Counterparts	1,495,252
7. General Operating and other Direct Costs	6,066
Sub-Total Project Costs	1,761,794
8. UNDP Management Costs (7%)*	123,326
TOTAL	1,885,120

Detailed break down:

Item / Categories	Transfers and Grants to	Staff and other personel	Contractual Services (Perception)	M&E missions	General Operating and other	Management Cost

⁵ It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

	Counterparts	(Project Coordinator)	Survey + External consultant for project final evaluation)		direct costs		
1. Rehabilitation of animal production infrastructures	748,216.71						
2. Rehabilitation of water outlet (Chão de Papel)	46,832.78						
3. Rehabilitation of water outlet (Pansau Na Isna)	402,261.61						
4. Rehabilitation of Agro-pastoral center and Experimental Center Fruits Transformation	145,087.77						
5. Sanitation of Bandim Market	152,853.26						
6. Operational Management	–	25,476	155,000	80,000	6,066	123,326	
TOTAL	1,495,252	25,476	155,000	80,000	6,066	123,326	1,885,120

Categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

c) Sustainability

This project is a pilot initiative to create a quick-win ad-hoc mechanism for employment and revenue generation in order to respond to a particular political situation (lead-up to the elections that are expected to restore constitutional order in Guinea Bissau following the coup of 12 April 2012), while contributing to the development of a large-scale programme of employment generation expected to get off the ground after the elections. It follows the government's decision to introduce the LI approach in public investment projects wherever possible. The scale-up of the LI activities will depend on the future availability of resources and engagement of the government and other development partners.

Independently of future activities, however, the pilot project will reinforce the capacity of the national implementation partners and of the targeted population, a gain that future projects and activities can capitalize upon. Overall, we expect this pilot to inspire and accelerate the LI approach in Guinea Bissau.

This project will involve the mayors, regional administrators and the beneficiary communities to ensure good management of the infrastructure rehabilitated and built in order to promote sustainability post construction.

d) Risk management

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy

A recurrence of political instability, which would disrupt the social situation and make it difficult to implement the anticipated activities.	Medium	High	Good offices of the SRSG, including through the High-Level Commission (IRF PBF project approved on 10 September 2013).
Lack of commitment/interest among youth and women to engage in the labor-intensive activities.	Low	High	This risk is minimal and can be addressed by a targeted identification of attractive sites and works from the perspective of the target populations. The wages proposed for the LI activities were reviewed accordingly to the impact desired/expected.
The risk of public frustration relative to the expectations raised by the project is always possible, especially if those participating in the employment scheme are not well informed of all the phases of the activities (start/end).	Low	Low	A good communication strategy and ownership from the beginning of the project will be the best responses to this risk.
Delays in the finalization of construction projects often pose a risk, particularly in LI projects.	Medium	Medium	The choice of the best implementation partners, with the proper administrative conditions to facilitate the disbursement, could mitigate this risk, including the establishment of working contracts with the workers and suppliers.

e) **Results framework and Monitoring and evaluation:**

- Results framework:

Results Framework

<p>Policy statement / national roadmap for peace building: The extreme fragility of the current political situation in Guinea Bissau demands a multi-pronged approach that can help Guinea Bissau achieve a sufficient level of social and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups.</p> <p>Purpose of PBF support (type of expected change): Empowerment of citizens, strengthening stability and security at regional level.</p> <p>Theory of change statement: If at-risk groups like youth and women have immediate access to income opportunities that they perceive as first-hand peace dividends allowing them to cover the basic needs of their families as well the needs of community households at a larger scale, then their confidence in the state will be enhanced, providing a foundation for stronger civic engagement.</p>								
(1) Outcomes and kind of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for Mobilizing inputs	(8) Inputs / budget	(9) Assumptions
<p>PBF Outcome:</p> <p>Increased confidence of vulnerable targeted populations in the process of state re-building, laying the groundwork for stronger civic engagement</p>	<p>Evidence of increased trust of the employed youth and women in greater economic opportunities under a new, democratically elected government</p> <p>Evidence of increased confidence of the beneficiary</p>	<p>N/A (to be completed through a perception survey)</p>	<p>01 - The target population benefits from rehabilitated animal production infrastructures activities.</p> <p><u>Main activities:</u></p> <p>6. Rehabilitation of slaughterhouses. 7. Rehabilitation of local markets. 8. Support producers (associations, individuals) of short cycle animals.</p>	<p>1. Number of young people and women benefiting from temporary employment and income.</p> <p>2. Number of young people and women benefiting from fixed term employment and income.</p> <p>3. Number of rehabilitated infrastructures.</p> <p>4. Degree of satisfaction of employed youth and women on the jobs</p>	<p>Baseline N/A 120 days</p> <p>Targets:</p> <p>1. 234 temporary jobs created. 2. 04 fix term jobs created. 3. 08 infrastructures rehabilitated. 4. N/A 5. N/A (to be completed through a perception survey)</p>	<p>AGEOPPE</p>	<p>748 216,71 USD</p>	<p>Commitment of Municipalities</p> <p>Government commitment</p> <p>Political stability</p> <p>Availability of financial resources</p> <p>Ensure duplicability</p> <p>Engagement of youth</p>

	communities in the state			provided (disaggregated by sex) 5. Degree of satisfaction of the beneficiary communities concerning the quality of the rehabilitated services delivered (disaggregated by sex)				organizations
			<p>02 - The target population benefits from a rehabilitated water drain in Chão de Papel</p> <p><u>Main activities:</u></p> <p>9. Construction and concrete profiling the main drain.</p> <p>10. Flushing and evacuation of debris of the main and secondary drains.</p> <p>11. Construction of links between main and secondary drains.</p>	<p>1. Number of young people benefiting from temporary employment and income.</p> <p>2. Number of young people benefiting from fix term employment and income.</p> <p>3. Number of rehabilitated infrastructures.</p> <p>4. Degree of satisfaction of employed youth and women on the jobs provided</p>	<p>Baseline N/A 120 days</p> <p>Targets:</p> <p>1. 40 temporary jobs created.</p> <p>2. 01 fix term job created.</p> <p>3. 01 infrastructure rehabilitated.</p> <p>4. N/A</p> <p>5. N/A (to be completed through a perception survey)</p>	AGEOPPE	46 832,78 USD	

			<p>(disaggregated by sex)</p> <p>5. Degree of satisfaction of the beneficiary communities concerning the quality of the rehabilitated services delivered (disaggregated by sex)</p>			
		<p>03 - The population benefits from a rehabilitated water drain in Pansau Na Isna</p> <p><i>Main activities:</i></p> <p>12. Construction and concrete profiling the main drain.</p> <p>13. Flushing and evacuation of debris of the main and secondary drains.</p> <p>14. Construction of links between main and secondary drains.</p>	<p>1. Number of young people benefiting from temporary employment and income.</p> <p>2. Number of young people benefiting from fix term employment and income.</p> <p>3. Number of rehabilitated infrastructures.</p> <p>4. Degree of satisfaction of employed youth and women on</p>	<p>Baseline N/A 120 days</p> <p>Targets:</p> <p>1. 152 temporary jobs created.</p> <p>2. 04 fix term jobs created.</p> <p>3. 01 infrastructure rehabilitated.</p> <p>4. N/A</p> <p>5. N/A (to be completed through a perception survey)</p>	AGEOPPE	402 261,61 USD

			<p>the jobs provided (disaggregated by sex)</p> <p>5. Degree of satisfaction of the beneficiary communities concerning the quality of the rehabilitated services delivered (disaggregated by sex)</p>			
		<p>04 - The population of Mansaba benefits from a rehabilitated agro-pastoral center</p> <p><i>Main activities:</i></p> <p><i>1. Rehabilitation of the agro-pastoral center facilities and adjacent working fields.</i></p>	<p>1. Number of young people benefiting from temporary employment and income.</p> <p>2. Number of young people benefiting from fix term employment and income.</p> <p>3. Number of rehabilitated infrastructures.</p> <p>4. Degree of satisfaction of employed</p>	<p>Baseline N/A 120 days</p> <p>Targets:</p> <p>1.40 temporary jobs created.</p> <p>2.02 fix term jobs created.</p> <p>3.01 infrastructure rehabilitated.</p> <p>4. N/A</p> <p>5. N/A</p> <p><i>(to be completed through a perception survey)</i></p>	ADPP	145 087,77 USD

			<p>youth and women on the jobs provided (disaggregated by sex)</p> <p>5. Degree of satisfaction of the beneficiary communities concerning the quality of the rehabilitated services delivered (disaggregated by sex)</p>			
		<p>05 - The population (workers and users) benefits from improved sanitary conditions in Bandim Market (main market of Bissau)</p> <p><i>Main activities:</i></p> <p>1. <i>Rehabilitation of rain water drains.</i></p> <p>2. <i>Rehabilitation and extension of the sanitary bloc, supply of potable water.</i></p>	<p>1. Number of young people benefiting from temporary employment and income.</p> <p>2. Number of young people benefiting from fix term employment and income.</p> <p>3. Number of rehabilitated infrastructures.</p> <p>4. Degree of</p>	<p>Baseline N/A 120 days</p> <p>Targets:</p> <p>1.48 temporary jobs created.</p> <p>2.03 fix term jobs created.</p> <p>3.01 infrastructure rehabilitated.</p> <p>4. N/A</p> <p>5. N/A</p> <p><i>(to be completed through a perception survey)</i></p>	AGEOPPE	152 853,26 USD

		3. Construction of a butcher shop.	satisfaction of employed youth and women on the jobs provided (disaggregated by sex)			
			5. Degree of satisfaction of the beneficiary communities concerning the quality of the rehabilitated services delivered (disaggregated by sex)			

Column (1) lists project outcomes. Outcomes measure behavior exchange and should be Focused on peacebuilding. The column also specifies what kinds of exchange are required to accomplish achieve the outcome. These can be: personal, relational, structural or cultural.

Example:

Outcome: National security services enabled to keep control of violent incidents falling on electoral campaigns Within urban areas. Structural changes.

Column (4) lists project outputs and activities, All which together lead to the achievement of the outcome. The outputs are project specific and focus on deliverables. Under EACH outcome, there should be a list of outputs Contributing to the outcome. Under EACH output, there should be the list of project activities all which are Contributing to the output.

Example:

Output: Training Provided to 500 members of the national security services.

Activities: Identification of security staff, creation of relevant training modules, conduct of training, assessment, refresher training.

Columns (2) & (5) Will Be All which list indicators used to track the status of output and outcome achievements in quantitative or qualitative form. Indicator formulation should be specific, measurable, attainable, relevant and time-bound (SMART). The number of indicators should be limited to 3 per 1 per output and outcome.

Example:

- Systems for M&E of the project (portfolio):

The major reference for project monitoring and reporting will be the results framework of the IRF document. The M&E plan (see template 4.1 of PBF guidelines) will support the coordination of data sources that provide evidence of results achievements as planned and contributing to the peacebuilding process. Administrative M&E will be conducted by UNDP and UNCT according to UN rules and regulations. One of the main functions of the Project Review Board is - with support of the PBF Secretariat - the monitoring of project results.

The specific mechanisms that will be used to monitor the achievement of results will include:

- i. Semi-annual and annual progress and financial reports, prepared by the Project Manager for review by the Project Board; compliance with PBF standard reporting format will be mandatory;
- ii. At the end of 'Year 1' a strategic review will take place, which will include lessons to be learned and best practices; this report will be presented to the Project Review Board for consideration and action.
- iii. A final independent evaluation will take place at the end of the Project.; in close collaboration with the M&E unit of PBF, New York
- iv. A final report will be prepared by UNDP, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Board.

In addition, a perception survey of beneficiaries will be undertaken at the beginning and the conclusion of the project in conjunction with a broader perception survey of the population of Guinea Bissau as a whole.

COMPONENT 4: (The “WHO”) (maximum one and a half pages)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: UNDP will be the Recipient Agency and will implement the project using the DIM modality. Two implementing partners will be engaged for the execution of project activities, namely ADPP and AGEOPPE as mentioned above.

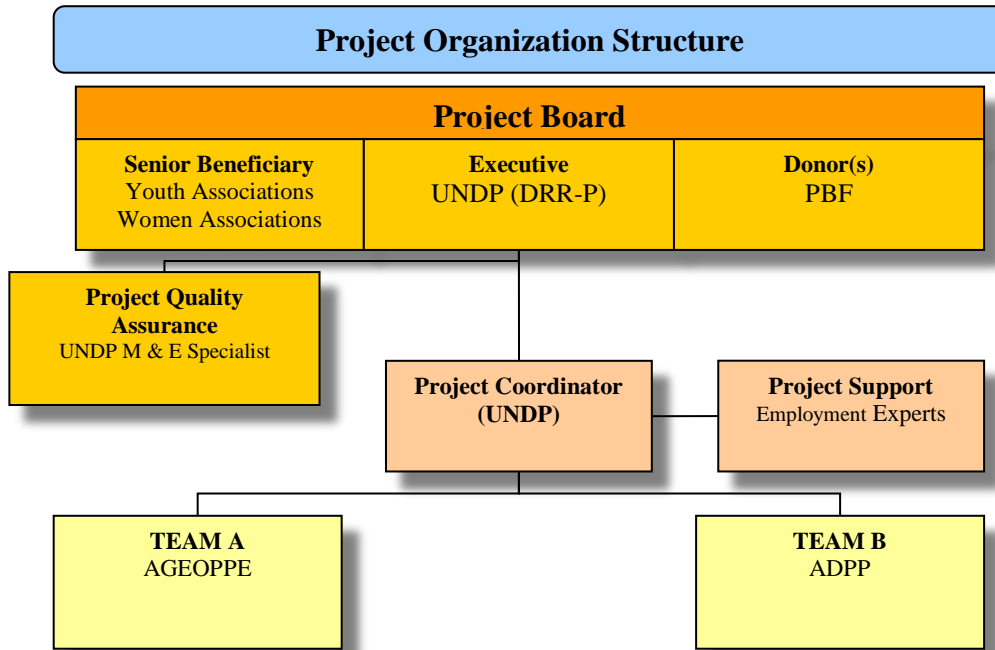
- Implementing agency capacity: In the past few years, UNDP has worked in developing schemes for youth employment. It has established relationships with national vocational training centers and micro-finance institutions. It has also been working with expertise in Dakar for the definition of HIMO opportunities. These positive quick impact initiatives have been highly regarded amongst national authorities and the partners working in this area. ADPP and AGEOPPE have been UNDP partners in the implementation of HIMO opportunities and they demonstrated that they have the capacity and reliability to execute the proposed activities.

b) Project Management Arrangements and coordination:

- Project management and coordination:⁶ As mentioned, the project will be implemented by UNDP through DIM, with ADPP and AGEOPPE as implementing partners to execute project activities. UNDP, as the UNRO, is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of resources allocated to the project. Daily project management will be ensured by the national implementing partners with support from a UNDP project coordinator.

The project oversight will be secured by a Project Board that will be responsible for providing the strategic guidance and quality assurance of the project. Thus, the Project Board will be responsible for reaching consensus on management decisions for the project when guidance is required, including developing recommendations for UNDP regarding the implementing/ approval of project work plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards of management for development results, best value for money, fairness, integrity,, transparency and effective international competition. The Project Board will be constituted by the UNRO (UNDP DRR-P), PBF and, as appropriate, representatives of main beneficiaries (select youth associations and select women's groups).

⁶ Use the table of Annex as a reference model.



c) Administrative Arrangements (standardized paragraphs – do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)⁷, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in

⁷ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
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<i>Ex. : Security Sector Reform, Defense Sector Reform and Combating Drug Trafficking</i>	<i>1) The Gov of Brazil,</i>	<i>1)Brazil: Police and military academies</i>	<i>1) 2 years : from march 2009 to February 2011</i>	<i>1) 2 Million</i>	<i>1) 300,000</i>
	<i>2) UNIOGBIS + UNDP</i>	<i>2)UNIOGBIS: Technical assistance to police reform and reform of the armed forces; UNDP: Support to SSR National Steering Committee</i>	<i>2) 1 year: from September 2010 to august 2011</i>	<i>2) 4 Million</i>	<i>2) 1 million</i>
	<i>3) EU</i>	<i>3) EU : Rehabilitation of justice infrastructure (courts, BAR Association)</i>	<i>3) 3 years</i>	<i>3) 10 Million</i>	<i>3) 3 million</i>

Annex B:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors⁸	Annual Budget (this year) per Recipient Organization in key sectors⁹	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
<i>Ex. 1)UNDP</i>	<i>(1) Strengthening of justice and Security Sector Reform (2)</i>	<i>1) 2010-2011: USD 2 Million (SSR)</i>	<i>1) 2012: 3,854,817.00 USD from BCPR Thematic Trust Fund)</i>		<i>2012 budget: US\$ 9.3 m Annual delivery rate: 75%</i>
<i>Ex. 2) UNICEF</i>	<i>1) Basic Education and Gender Equality 2)</i>	<i>1) 2010-2011: USD 5 Million</i>	<i>1) 2012: US\$ 3,228,060</i>		<i>Annual budget: US\$11,026,559 Annual delivery rate : 93%</i>

Annex C

Suggested Organigram to be used for the Project's Joint Steering Committee or the Project Board (see above).

ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATOS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

⁸ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

⁹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Using the **Programme Results Framework from the Project Document** - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1¹⁰	Indicator			
Output 1.1	Indicator 1.1.1			
	Indicator 1.1.2			
Output 1.2	Indicator 1.2.1			
	Indicator 1.2.2			
Outcome 2	Indicator			
Output 2.1	Indicator 2.1.1			
	Indicator 2.1.2			
Output 2.2	Indicator 2.2.1			
	Indicator 2.2.2			

Annex E: to be submitted as a word document to MPTF-Office

¹⁰ Either country relevant or PMP specific.



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/	
Recipient UN Organization:		
Implementing Partner(s):		
Location:		
Approved Project Budget:		
Duration:	Planned Start Date:	Planned Completion:
SC Approval Date: (Actual Dates)		
Project Description:		
PBF Priority Area:		
PBF Outcome:		
Key Project Activities:		