

SECRETARY-GENERAL'S PEACEBUILDING FUND  
PBF PROJECT PROGRESS REPORT TEMPLATE



United Nations  
Peacebuilding

**PBF PROJECT PROGRESS REPORT**  
COUNTRY: Guinea-Bissau  
TYPE OF REPORT: SEMI-ANNUAL, ANNUAL OR FINAL Annual  
DATE OF REPORT: 21/11/2019

<p><b>Project Title:</b> Vers un nouvel équilibre en Guinée-Bissau : créer l'espace pour une réelle participation de la femme dans le règlement pacifique des conflits et la gouvernance, No Sta Djuntu</p> <p><b>Project Number from MPTF-O Gateway:</b> 104809</p>	
<p><b>PBF project modality:</b></p> <p><input checked="" type="checkbox"/> IRF</p> <p><input type="checkbox"/> PRF</p>	<p><b>If funding is disbursed into a national or regional trust fund:</b></p> <p><input type="checkbox"/> Country Trust Fund</p> <p><input type="checkbox"/> Regional Trust Fund</p> <p><b>Name of Recipient Fund:</b></p>
<p><b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc):</b> Interpeace, CSO</p> <p><b>List additional implementing partners, Governmental and non-Governmental:</b> Voz di Paz, Initiative for Peacebuilding in Guinea-Bissau, CSO</p>	
<p><b>Project commencement date<sup>1</sup>:</b> 01/01/2019</p> <p><b>Project duration in months:<sup>2</sup></b> 18</p>	
<p><b>Does the project fall under one of the specific PBF priority windows below:</b></p> <p><input checked="" type="checkbox"/> Gender promotion initiative</p> <p><input type="checkbox"/> Youth promotion initiative</p> <p><input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions</p> <p><input type="checkbox"/> Cross-border or regional project</p>	
<p><b>Total PBF approved project budget* (by recipient organization):</b></p> <p>Interpeace: \$ 427.714 USD</p> <p>: \$</p> <p>: \$</p> <p>: \$</p> <p><b>Total:</b></p> <p><i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i></p> <p><b>How many tranches have been received so far:</b> 1</p>	
<p><b>Report preparation:</b></p> <p>Project report prepared by: Interpeace</p> <p>Project report approved by: Interpeace</p> <p>Did PBF Secretariat clear the report:</p> <p>Any comments from PBF Secretariat on the report: Yes</p> <p>Has the project undertaken any evaluation exercises? Please specify and attach: This project is considered as extension of a first project ended in September 2018 when an evaluation exercise have been carried on</p>	

<sup>1</sup> Note: commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

by an external consultant. The Evaluation report have been shared with PBF in March 2019.

#### **NOTES FOR COMPLETING THE REPORT:**

- *Avoid acronyms and UN jargon; use general / common language.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

#### **PART 1: RESULTS PROGRESS**

##### **1.1 Overall project progress to date**

Briefly explain the **status of the project** in terms of its implementation cycle, including whether all preliminary/preparatory activities have been completed (1500 character limit):

The project started in January 2019 and is at the first year of its implementation. The project is as second phase of a first intervention which had ended on August 2018 and was the object of an external evaluation the following months.

Phase II was designed based on the insights gained through the implementation of Phase I and is now carried over as an extension of the project, but with new activities, a new logframe and an increased budget.

Project implementation started with a joint analysis of the lessons learned and recommendations from the evaluation report to then focus on the activities which are preliminary to achieve outcomes. In the first 10 months, a participatory research was carried out. This included multiple focus-groups with a total of 182 participants to gather good practices in promoting women's advancement and inclusion in the workplace and community organizations while promoting social cohesion. During this period, the team also underwent some skill building in nonviolent communication and conflict sensitivity. The next phase includes a restitution exercise to bring the accumulated and reframed knowledge back to the population. The project is focused on creating tangible results concerning the increase in women's participation in decision-making, while avoiding the rise of tension and resistances to women's empowerment within the Bissau-Guinean society, not only between women and men but also from women.

Given the recent/current political/peacebuilding/ transition situation/ needs in the country, has the project been/ does it continue to be **relevant** and well placed to address potential conflict factors/ sources of tensions/ risks to country's sustaining peace progress? Please illustrate. If project is still ongoing, are any adjustments required? (1500 character limit)

The ongoing political impasse jeopardizes gains in women's participation in leadership. Women continue to be underrepresented at all levels of decision-making across all societal sectors. Following the legislative elections in March, only 14 women out of 102 deputies were elected to the National Assembly. However, half of the ministries in the current Government are headed by women – a positive step and proof of a strong momentum in favour of greater women's inclusion in decision-making. Despite this, the exclusion of women remains a structural and cultural problem that inhibits inclusive and sustainable peacebuilding. Although progress was made through the first phase of the project, it became clear that strong resistances to the promotion of women's participation remain and threatens the gains in women's inclusion achieved to date. Phase II of the project aims, and is well placed, to contribute to diffuse these tensions – working both to promote a real transformation of women's role in politics, civil society and the security and defence forces, and to sustain peace in the country. It is clear from the research conducted that women's access to the spheres of decision-making and leadership remained blocked by engrained socio-cultural and structural

beliefs and norms. Thus, our plans to promote women's participation with a peacebuilding lenses remain highly relevant.

In a few sentences, summarize **what is unique/ innovative/ interesting** about what this project is trying/ has tried to achieve or its approach (rather than listing activity progress) (1500 character limit).

The inclusive and participatory methodology Interpeace and Voz di Paz (VdP) are applying in both phases of this project, rather than imposing ideas, aims to promote a real broad-based participation which allow participants to become actors of change themselves to attain the commonly identified desired results. Participants are encouraged to play an active role in the problem-definition as well as in the design of culturally and contextually appropriate interventions. This allows for appropriate action that is adapted to the lived experience of people on the ground, and at the same time fosters credibility, legitimacy, appropriation and ultimately sustainability. The project aims also to involve a multitude of actors from all levels of society rather than just one type of actor, while creating the necessary conditions for interaction. The public, civil society and national decision-makers are equally involved, with the aim of bringing the voices from the grassroots up to higher decision-making levels. The audio-visual tools (video, radio) have proven to be very important, especially in a context where practical considerations (e.g. geography, infrastructure) pose a challenge, but also where the culture of oral communication is still very strong. Thus, these tools will continue to be used, and will be repurposed to reach a wider audience.

Considering the project's implementation cycle, please **rate this project's overall progress towards results to date:**  
on track

In a few sentences summarize **major project peacebuilding progress/results** (with evidence), which PBSO can use in public communications to highlight the project (1500 character limit): Phase I evaluation reported its major impact to be awareness raising on women participation in decision-making, especially at the individual level. The evaluation underlined that VdP participatory approach, through national consultations and radio programming, "enabled a grounding of these issues in everyday conversations and practices". Beyond the individual level, the project activities are steppingstones, pushing towards increasing women's participation in decision-making. The evaluation considered significant the contributions of Phase I in terms of targets and wider peacebuilding. Where semi-structural changes occurred, even if not directly from IP/VdP work, the interviewees believed that IP/VdP work helped support the progress. Based on Phase I, Phase II is focusing on using women's promotion to mitigate division risks, by seizing opportunities to promote harmonious relationships between men and women and between women, at different levels. The focus-groups gathered vital experiences from both women and men that show the benefits to society that are derived from male-female collaboration. These activities helped communities reflect on their behaviour and social norms and, by putting social cohesion at the centre of the discussions rather than focusing on gendered roles, helped us compile a list of good practices. The list is for us a reality-based tool and a model for other communities to strengthen social cohesion and promote women's empowerment at the same time.

In a few sentences, explain how the project has made **real human impact**, that is, how did it affect the lives of any people in the country – where possible, use direct quotes that PBSO can use in public communications to highlight the project (1500 character limit):

Phase I had a strong impact on the individual level: raising consciousness of gender issues among participants, providing a new vision on the topic, increasing confidence of women, and fostering a feeling of togetherness (“we are in this together”). Many interviewed for the external evaluation mentioned that the project shaped their attitudes and behaviours in their social, political and professional environments and provided them with tools such as networks and personal/professional skills to act within their own spheres of influence. The project was an important vehicle to spark an important debate: “Voz di Paz sounded an alarm; it has awakened a consciousness”. Phase II aims to foster the debate on women’s participation in decision making, building on knowledge, skills and networks created and strengthened along the first phase, and to sustain the idea that women’s promotion does not have to lead to divisiveness but can strengthen social cohesion and consequently peace in Guinea-Bissau in a win-win logic for all. As witnessed by a man participating in one of the focus group: “we have to work to help our girls to participate”. In this perspective, the project aims to scale up to a wider societal scale and at the institutional level, the impact registered on attitudes and behaviour of individuals, leading to a broader sociocultural change where the inclusion of women in decision-making is not a factor of division but is seen as a reinforcer of social cohesion.

If the project progress assessment is **on-track**, please explain what the key **challenges** (if any) have been and which measures were taken to address them (1500 character limit).

The project didn’t encounter any major external challenges that would impact its smooth progress. Looking at context, the legislative elections carried out in March 2019 generated a delay in the organization of activities on the ground. To cope with this, the activities calendar has been rearranged, field activities were scheduled to avoid overlap with electoral events in the target localities. The delayed designation of the new government until 4 months after the legislative elections, and the current campaign for the presidential election scheduled for November 2019, with the resulting instability, created a vacuum at the political level. This generated an impasse in the higher decision-making processes which slowed and hampered the interactions with governmental entities and representants. The situation was mitigated by VdP reputation and recognition in the country as described below in the Risk Management section of this report. The project implementation period was marked by personnel changes within the partner organization, VdP. Two new researchers and an intern were hired and, most notably, the project focal point left for personal reasons. An additional team member was recruited to fill another vacant position and further consolidate the team and inductions sessions were organized to ensure the complete appropriation of the project by all new staff members. Due to this, the activity calendar was slightly delayed, causing a delay also in terms of indicators’ progress.

If the assessment is **off-track**, please list main reasons/ **challenges** and explain what impact this has had/will have on project duration or strategy and what **measures** have been taken/ will be taken to address the challenges/ rectify project progress (1500 character limit):

Please attach as a separate document(s) any materials highlighting or providing more evidence for project progress (for example: publications, photos, videos, monitoring reports, evaluation reports etc.). List below what has been attached to the report, including purpose and audience.

- 1) Note on best practices, to disseminate for a national audience with the goal of sharing examples of women’s promotion practices that didn’t create risks of division.

- 2) Infographic on best practices, to disseminate for a national audience through social media, with the goal of sharing examples of women's promotion practices that didn't create risks of division.
- 3) Document with the hyperlink to the Mapping of Gender Initiatives, to disseminate with other practitioners and with the respective analysis, an internal document, with possible dissemination to restricted groups with the goal of creating synergies on the gender work in Guinea-Bissau.
- 4) Facebook publications analysis, an internal document to assess the impact of the Facebook campaign foreseen in the project.

## 1.2 Result progress by project outcome

*The space in the template allows for up to four project outcomes. If your project has more approved outcomes, contact PBSO for template modification.*

**Outcome 1:** Strengthen capacities and self-esteem of key members (women and men) of political parties, civil societies organizations and Security and Defense Forces (SDF) to improve mitigation of risks of division and promote social cohesion through women promotion

**Rate the current status of the outcome progress: on track**

**Progress summary:** Describe main progress under this Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration), including major output progress (not all individual activities). If the project is starting to make/ has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context. Where possible, provide specific examples of change the project has supported/ contributed to as well as, where available and relevant, quotes from partners or beneficiaries about the project and their experience. (3000 character limit)?

From January to November 2019 project activities focused on laying the foundation and work towards achieving Outcome 1. The experiences of men and women in developing initiatives to promote women's participation in decision-making and the resistances they met at the community's level were collected through 12 focus-group (output 1.1) organized in all the regions of the country and in Bissau, with the support of the Regional Spaces for Dialogue (RSD) structure. This participatory process engaged more than 180 people, including members of the Security and Defence Forces (SDF), Civil Society Organizations (CSOs) and political parties. The aim was to identify best practices to avoid the risks of divisiveness in the promotion of women's participation in decision-making. Consultations highlighted resistances as well as cooperation among people directly involved in efforts to promote women. The discussions gave people the opportunity to explore the impacts of promoting women's advancement on community social cohesion and how divisiveness between men and women can be minimized. The product of this national consultation resulted is a note of 30 best practices (output 1.1). An internal workshop by the project team helped refine the list. The best practices list was then explored during a consultant-led workshop to develop a training module on advocacy that focuses on promoting women empowerment without creating backlash. The module integrates best practices and nonviolent communication. Led by an external consultant in June 2019, this 7-day workshop help upskill the project team's capacity in these areas. The first session of the workshop was dedicated to theoretical and practical knowledge on power. A power analysis – recommended by the Phase I evaluation – was done to enable IP and VdP to fully identify possible allies and enemies to activities that promote women in

the Guinea-Bissau context. A second session was dedicated to nonviolent communication, with a brief overview also on conflict sensitivity. Finally, the team worked on training design skills and techniques to prepare its further activities. Following the workshop, and in an effort to put Voz di Paz's knowledge and experience on advocacy to best use, the team worked to develop a comprehensive training module on advocacy that mainstreams non-violent communication techniques and combines those techniques with the best practices collected among the population (output 1.1). Based on this module, 12 trainings on advocacy are going to be held in all the regions of the country. A total of 180 participants (output 1.2) will benefit from these trainings. A video with concrete examples of best practices, made with the material collected along the national consultation process, will be used as supporting material for the trainings on advocacy. The video shows how promoting women inclusion in decision-making doesn't have to lead to tensions between men and women but can enhance social cohesion.

**Outcome 2:** Strengthen the institutional capacities of political parties, civil society and SDF in Bissau to mitigate the risks of division and resistance and to maximize their contribution to social cohesion through women's promotion

**Rate the current status of the outcome progress: on track**

**Progress summary:** (see guiding questions under Outcome 1)

Selecting people and institutions who can maximise the impact of all activities is essential. To improve the team's understanding of existing initiatives to promote women, a mapping exercise was done (output 2.1). IP and VdP teams gathered information on the different actors that lead the design and implementation of programs to promote women in the country and could be involved in the next phases of the project implementation. By including many of the mapped organisations in the process, through an analysis and data collection workshop, the activity also contributed to foster networks and capitalise synergies between them. So far 70 entities, all interconnected by a total of 230 links, were mapped, with 42 being national entities – of which the 5 key ones will be chosen for the capacity strengthening process. An analysis was done on types of entities, level of influence and types of connections, completed with a brief Social Network Analysis. Although the most prominent are international organisations, a few national NGOs were found to be particularly well placed. The coincidence with the legislative elections, and the flourishing of many initiatives to promote women participation in the electoral process, created a positive momentum for this mapping exercise. However, this should also be taken in consideration while evaluating the real volume of organizations permanently working on this theme.

In its turn, mainstreaming conflict sensitivity (CS) goes hand in hand with the project's goals of strengthening the institutional capacities of political parties, civil society and SDF. The aim is to improve their ability to mitigate the risks of division and maximize social cohesion through the promotion of women's empowerment. Mainstreaming conflict sensitivity at the institutional level thus facilitates the achievement of the project's goals and, more broadly, contributes to sustaining peace in the country. As a first step for this, the team underwent some needed capacity building. One of VdP researchers participated in a week-long training of trainers on CS organized by IP in Mali. Following the training, the researcher did a 2-days internal workshop to strengthen the project team's knowledge and capacities on CS

and ensure greater internal appropriation of the topic. Having an in-house researcher qualified to be a trainer on CS is an important added value to VdP and fundamental to further activities. During the consultant-led workshop, practical applications of CS were reviewed, discussed and reflected upon by the team, further reinforcing the team's capacities. With this first step done, the team is now developing a training module (output 2.1) for the 3 trainings on CS to be held with 30 beneficiaries from organisations and institutions. The training module was developed through an internal workshop and based on the team's capacities in CS acquired through the consultant-led workshop and the event in Mali.

**Outcome 3:** Increase the public awareness of the importance of women leadership in peacebuilding and of the good practices in the mitigation of division risks, and the public knowledge of the previously shared success stories of men and women

**Rate the current status of the outcome progress: on track**

**Progress summary:** (see guiding questions under Outcome 1)

Voz di Paz and Interpeace aim to have the widest influence possible with their work. The activities foreseen in outcomes 1 and 2 already engage and influence directly many participants – women and men. Nonetheless, the success of the project and the reach of its goals will also depend on the acceptance by communities of new roles for women. To facilitate this wider change, the project foresees a vast campaign to promote a public and nationwide debate engaging more than half of the population of Guinea-Bissau. The goal of the campaign is to foster greater acceptance for women's leadership roles and of the social benefits of positive collaboration between men and women. In this framework, 63 students of the Amílcar Cabral University participated in a projection of the film "Fala di Mindjer" to discuss women's role in decision making. This projection wasn't foreseen by the project, but it was specifically requested by the university itself, thus demonstrating the widespread necessity of Guinea-Bissau society to open up to this theme. The campaign that is foreseen in the project will use men's and women's success stories and participants' comments to make the idea of strengthening social cohesion while fostering women's empowerment legitimate and compelling. During the national consultations process held in all the regions of the country, several stories from the participants were gathered through audio-visual and written documentation by VdP team. Through an internal analysis the team was then able to categorize the successful experiences promoting women's leadership collected from the regions and examine the criteria that made these experiences successful. The stories helped us pinpoint what exactly can contribute to social cohesion and what attitudes behaviours and actions promote division between men and women. Following this reflection, the selection of 20 success stories was done by the project focal point. For each story, a videoclip was then produced by the audio-visual team (output 3.1). All the clips are currently at the last stages of finalisation. These videoclips will be shared through social media and during specific project activities to raise awareness about the importance of maintaining social cohesion while promoting women participation in decision making, and to show how it can be done. Finally, 358 people have been reached and 20 reacted to the first posts of the Facebook campaign (output 3.2). This campaign will ensure that coverage of all main activities reach younger segments of the urban population of Guinea-Bissau which is not reached by radio.

**Outcome 4:** n/a

**Rate the current status of the outcome progress: Please select one**



Progress summary: (see guiding questions under Outcome 1)

### 1.3 Cross-cutting issues

<p><b>National ownership:</b> How has the national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit)</p>	<p>At the governmental level, this project is in line with the objectives of the Institute for Women and Children, the body in charge of gender issues. Despite regular engagement and demonstrated commitment along Phase I, political instability, resulting in the frequent replacement of ministry representatives, affected the overall government ownership process. The 4-months delay in the designation of the new government and the political crisis in November, with the beginning of the electoral campaign for the presidential elections, attests to this situation. In this context, IP and VdP are focusing on the individual level, selecting those key people who, at the technical and political level inside national institutions, could better ensure the national ownership. People from the main political parties, SDF and CSOs with specific responsibilities as deputies, members of parties' political committees, members of the SDF's Gender Promotion Office and presidents and directors of CSOs organizations and networks have been engaged.</p> <p>In this respect, the approach proposed by Interpeace and Voz di Paz wants to ensure participants – including those at the decision-making level – are the actors of the change they wish to see: people participating in the activities are thus expected to play an active role in identifying challenges and courses of action. This contributes to the possibility that they can subsequently cope autonomously with challenges beyond the duration of the project.</p>
<p><b>Monitoring:</b> Is the project M&amp;E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?</p>	<p>The project has been monitored according to the M&amp;E plan developed in a meeting in February 2019 with the PBF-Secretariat in Guinea-Bissau and following internal monitoring methods. As foreseen in the action plan following the evaluation exercise, a monitoring package with report models and a table to monitor indicators' progress have been developed and shared with the project team, seeking to nurture horizontal collaboration and shared responsibility on project monitoring. Regular updates communicated by the Voz di Paz, as well as continued communication between Interpeace and Voz di Paz, helped to monitor the advancement of project activities, record and better understand the achievement of key results, record the state of project indicators, and discuss challenges met along the way as well as possible mitigation strategies.</p>
<p><b>Evaluation:</b> Provide an update on the</p>	<p>The first phase of the project ended with an evaluation</p>

<p>preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. (1500 character limit)</p>	<p>exercise led by an external consultant between September and October 2018. In consultation with the PBF-Secretariat, considering the approval of a second phase, the evaluation was conducted with the aim of reflecting with the project team to identify lessons learned and recommendations for the second phase of the project. A detailed report on the evaluation and reflection exercise was shared with the PBF-Secretariat in Bissau in March 2019 with a list of action points to be put in practice along the second phase of the project implementation. Among others, it has been included as action point the definition of a power analysis in Guinea Bissau. This analysis was done internally in a workshop facilitated by an external consultant in June 2019, with the goal of better understanding elements of resistance to women's promotion. A final external evaluation is foreseen for this second phase of the project. The evaluation will be ideally carried out at the end of the project in September/October 2020 by an external consultant with an expertise in evaluation of peacebuilding projects with the collaboration of a national consultant. 5% of the entire project budget is currently allocated for this final evaluation exercise.</p>
<p><b>Catalytic effects (financial):</b> Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? (1500 character limit)</p>	<p>The project has helped to raise the visibility and recognition of Interpeace and Voz di Paz's work in Guinea-Bissau as a credible and capable peacebuilding partnership in the country. This has led to concrete funding commitments in the framework of other PBF funded project, as in the case of the partnership agreement signed between Interpeace, Voz di Paz, UNICEF and UNDP for a 12-months collaboration to support political and institutional stabilization of the Justice sector for peace consolidation in Guinea-Bissau. This collaboration, with a total budget of 60,199,295 XOF (104,554 USD), started in October 2018 and is currently on its final phases, with awareness raising and monitoring activities.</p>
<p><b>Catalytic effects (non-financial):</b> Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. (1500 character limit)</p>	<p>Phase I of the project has contributed to wider efforts on gender equity in a unique, timely, constructive and complementary fashion. Project results of the first phase have been broadly shared with other organizations, donors and government members and bodies to engaged them in the development of phase two and to create synergies and collaborations to maximize project impact bringing the attention on how the promotion of women's participation can generate important societal tensions not only between women and men but also between women. With this goal, a workshop on how to address speech without creating resistance was led by Voz di Paz in the framework of the initiative Mais Mulheres funded by UNDP to sustain women candidacy in the election of March 2019. In May 2019 a workshop on women's participations in decision</p>

	<p>making in rural areas was led by Voz di Paz in the framework of a PBF project implemented by the ONG Tiniguena and the WFP. The University Amilcar Cabral asked for Voz di Paz' collaboration to organize a projection of the film "Fala di Mindjer" in June 2019 to reflect with students on women's participation in decision making. In March 2019, a Voz di Paz member participated in a one-week training on conflict sensitivity organized by Interpeace and its partner in Mali in the framework of a PBF funded project. This capacity and experience will be highly valuable for the planned trainings on conflict sensitivity and strengthend VdP added value in this topic.</p>
<p><b>Exit strategy/ sustainability:</b> What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? (1500 character limit)</p>	<p>Some measures are already put in place to ensure its sustainability. The project will accompany participants in a process of personal transformation that will have a catalytic effect on society (outcome 1). The fact that selected women are key individuals who can influence other men and women around them creates conditions for longer-term impact in the society. In addition, closely working with civil and military institutions to build their capacity in designing and implementing women's promotion actions in a conflict sensitive manner (outcome 2) will allow for the intended change to become embedded in internal processes and procedures, thus having the desired structural, longer-term consequences. Efforts have been undertaken to disseminate and foster debate about the results from the Phase I, to help sustain their relevance and use beyond the project life by a wide range of national actors (university students and professors, community radios, political leaders and opinion leaders, etc). This dissemination is being done regarding the mapping on gender promotion initiatives. The inclusion of many of the mapped organisations in the development of the map itself aims to ensure the appropriation of the tool by national organisations in their work, and that synergies are created, thus promoting the sustainability of the project's desired impact. The same dissemination effort is also going to be done for all the audio-visual material produced with this second phase of the project.</p>
<p><b>Risk taking:</b> Describe how the project has responded to risks that threatened the achievement of results. Identify any new risks that have emerged since the last report. (1500 character limit)</p>	<p>Legislative elections carried out in March 2019 and the campaign for presidential election in November 2019 made the political situation and the interaction with Government's members and political parties more delicate but fortunately did not lead to political manipulation risks as often experienced in electoral periods. None of the potential risks identified in the project document materialized, but the delay in designation of the new government done 4 months after the legislative election and the political crisis in early November created a vacuum at the political level. At the program level, the lack of a</p>

	<p>legitimate political interlocutor could undermine the national ownership and sustainability of the project. In this context, Voz di Paz' knowledge of the political panorama and the widespread recognition of its impartiality are key elements to maintain privileged relationship with people and resources who are fundamental to hold the ownership at the national level, and thus the sustainability of the project. Other projects by national and international organizations in the field of women's participation in political decision-making have emerged. Risks of overlap or conflation were averted through investment in coordinating with other implementing organization and share findings, demonstrating the unique added value of Voz di Paz and complementarity with these emerging initiatives to project beneficiaries.</p>
<p><b>Gender equality:</b> In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? (1500 character limit)</p>	<p>The project in its entirety is focused on addressing issues of gender equality and women's empowerment. During the reporting period, the national consultation process (activity 1.1.1) to identify good practices to avoid division risks in women's promotion initiatives have contributed to enhancing women and men's consciousness and knowledge on resistances to gender promotion. In addition, the mapping activity (activity 2.1.1) has enabled the strengthening of the knowledge on other actors working in women empowerment and on their approach to the theme. This knowledge was not only gathered by Voz di Paz but also shared with other organisations identified in the mapping, thus contributing to building a common understanding of women's empowerment in the sector and to foster synergies between the organisations – potentially contributing to improve the results of the work on women's empowerment in the country.</p>
<p><b>Other:</b> Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? (1500 character limit)</p>	<p>The external evaluation exercise, carried out in September 2019, underlined how the first phase offers a solid underpinning for a second project phase, having catalysed a strong following amongst diverse actors and supporters who not only believe in and appreciate their methods and pursuits, but also identify strongly with the organization and staff. This provides a number of open doors, invitations, and a type of 'ripeness' for Voz di Paz to actively pursue and draw upon the credit and credibility it has gained (and must continue to develop in both urban and rural spaces) to engage in more innovative or strategic ways. It also sheds light on the reflection on the appropriate use of tools and methods that are currently seen as favourable (e.g. dialogue and deliberation) but may need to be boosted with regard to the strategic purposes as conceived of in the next stages of action. To strengthen VdP's efforts, as well as tackling some vulnerabilities revealed through the assessment of the project's concept,</p>

	<p>design and implementation, the evaluation exercise provided a set of recommendations for improving VdP and IP work and addressing potential risks and vulnerabilities. These were jointly analysed by Interpeace and Voz di Paz teams to identify specific action points to strengthen implementation of Phase II. One of these action points represents a capacity need that is still to be fully addressed, which is the bolstering of VdP Monitoring and Evaluation capacities.</p>
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**1.3 INDICATOR BASED PERFORMANCE ASSESSMENT:** Using the Project Results Framework as per the approved project document or any amendments- provide an update on the achievement of key indicators at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
<b>Outcome 1</b> Strengthen the capacity and self-esteem of key men and women that are members of political parties, civil society and Defence and Security Forces	Indicator 1.1 The capacities and self-esteem of the main actors involved in the project are reinforced	n/a	60% of the 180 respondents feel more capable and confident to mitigate the division risks and promote social cohesion through women's promotion.	The baseline will be established at the start of the trainings. A questionnaire for the assessment is currently being prepared.		
(DSF), to improve the division risks mitigation and promote social cohesion	Indicator 1.2 Number of advocacy actions (e.g. formulation of implementation strategies, meetings with	0	4	To be informed in future reports as activities are planned for the coming months.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
through the promotion of women.	authorities, declarations) taken after the training, and during the follow-up of the Regional Spaces of Dialogue (RSDs) Indicator 1.3					
Output 1.1 At least 200 people are consulted in the regions and in Bissau to identify and document good practices to mitigate the division risks and promote social cohesion	Indicator 1.1.1 Number of people consulted disaggregated per sex (at least 50% women), age (at least 30% young people) and region (8 regions + Bissau) Indicator 1.1.2 Number of good practices collected per region	0	180	182 people participated in focus-groups in eight regions and Bissau (68% of women, 11% of young people).	The percentage of participants representing a young's organization satisfies the indicator's requirement. However, if taking in consideration the age of participants in the focus-group, the percentage falls to 11% since many representatives of "young people organizations" are older than 35 years old	
		0	3 good practices per region (30 for the whole country)	32 good practices collected among all the regions of the country.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
through women's promotion.						
Output 1.2 The capacities of 180 men and women from political parties, civil society and DSF are reinforced in terms of good practices to mitigate the division risks and seize the opportunities to contribute to social cohesion through	Indicator 1.2.1 Percentage of participants in the trainings who take activities of women's participation promotion  Indicator 1.2.2 Percentage of participants in the follow-up meetings that include good practices in their activities of women's promotion	n/a	60%	To be informed in future reports as activities are planned for the coming months.		
		n/a	20%	To be informed in future reports as activities are planned for the coming months.		



	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
women's promotion (including NVC and identification of micro-machismo).						
Output 1.3 At least 110 women of political parties, civil society and	Indicator 1.3.1 Number of young women enrolled in the internships and in the mentorship program.	0	77	To be informed in future reports as activities are planned for the coming months.		
DSF in the regions and in Bissau are connected to the success models of local, national and international women to reinforce their	Indicator 1.3.2 Percentage of participants in the internships and mentorship programs who take concrete measures for their personal and professional development.	n/a	30%	To be informed in future reports as activities are planned for the coming months.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
aspirations and self-esteem.						
<b>Outcome 2</b> Strengthen the institutional capacities of political parties, civil society and DSF in Bissau to mitigate the risks of division and of resistance and to maximize their contribution to social cohesion through women's	Indicator 2.1 Number of institutions and actors (government, political parties, DSF, opinion leaders, etc.) that show awareness of the results of good practices and opportunities to contribute to social cohesion through women's promotion	0	3	To be informed in future reports as activities are planned for the coming months.		
through women's	Indicator 2.2 Number of concrete actions taken inside of political parties, DSF and civil	0	5	To be informed in future reports as activities are planned for the coming months.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
promotion.	society to adopt a more conflict-sensible and gender-focused approach (e.g. changes in the formal and informal practices or changes in the procedure rules to improve women's access conditions to the higher echelons) Indicator 2.3					
Output 2.1 At least 30 people from the staff of political parties, civil society and DSF are trained in	Indicator 2.1.1 Better understanding of the existing initiatives or programmes to promote women and of new initiatives.	n/a	1 mapping file	1 mapping file finalized and 1 map available online. Mapping exercise carried out with Voz di Paz team and complemented with input from		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
"conflict-sensitive programming with a gender focus"	developed along the process of the project			other organizations.		
	Indicator 2.1.2 Number of people trained in conflict-sensitive programming with a focus on gender	0	30	To be informed in future reports as activities are planned for the coming months.		
Output 2.2 At least 5 institutional structures (including at least 1 political party, 1 civil society organisation and 1 DSF section) are supported in the strengthening	Indicator 2.2.1 Number of technical support plans developed and implemented	0	5	To be informed in future reports as activities are planned for the third semester of the project.		
	Indicator 2.2.2 Number of good practices and lessons learned implemented by each of the institutional structures with the goal of increasing the quality and the	n/a	At least 1 per structure for a total of 5 practices and 5 lessons.	To be informed in future reports as activities are planned for the third semester of the project.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
of their initiatives to promote women in terms of contribution to social cohesion and mitigation of division risks.	inclusion of gender in their interventions					
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
<b>Outcome 3</b> The public is becoming more conscious of the importance of female leadership in peacebuilding and of	Indicator 3.1 Number of broadcasting spots and radio transmissions, from Voz di Paz or from independent radios	1900	3000	To be informed in future reports as activities are planned for the coming months.		
	Indicator 3.2 Level of participation from	n/a	At least 10 people per projection.	To be informed in future reports as activities are		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
good practices for division risks mitigation and is aware of the success stories of men and women that were shared.	the audience in the dialogue sessions after each of the video-projections done Indicator 3.3		intervene in the dialogue, totalling 100 people	planned for the coming months.		
Output 3.1 20 success stories from exemplary men and women for women's promotion in favour of social cohesion and of division risks mitigation	Indicator 3.1.1 Number of success stories from men and women (disaggregated by sex, at least 30% of male stories) Indicator 3.1.2	0	20 (including 6 male stories)	9 stories have been selected, of which 5 are male.	The 20 stories will continue to be selected along the duration of the project.	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
are documented through video and audio (stories collected during activities from outcomes 1 and 2)						
Output 3.2 One (1) public awareness campaign is carried in Bissau and the regions	Indicator 3.2.1 Number of people reached by and number of reactions to Facebook publications	0	At least 500 people reached and at least 100 reactions to Facebook publications	358 people reached by and 20 reactions to Facebook publications.		
about the importance of female leadership for peacebuilding in the regions	Indicator 3.2.2 Number of programs and national, independent or community radios that use the	0	10 programs our programs of at least 3 radio stations	To be informed in future reports.		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
g through the success models and good practices to mitigate the division risks.	material and content of VdP activities in their own programs and transmissions.					
	Indicator 3.3.1					
Output 3.3	Indicator 3.3.2					
<b>Outcome 4</b>	Indicator 4.1					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					



	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					

## PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS

### 2.1 Comments on the overall state of financial expenditures

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and what is the overall level of expenditure against the total budget and against the tranche(s) received so far (500 characters limit):  
Interpeace received only the first tranche of the budget referred to phase 2 of the project. First tranche amount is USD 213,857.

The overall level of expenditures (USD 116.663,00) against the total budget is 27%.  
The overall level of expenditures (USD 116.663,00) against the tranche received is 55%.

The project started in January 2019 (eleven months ago) and all the activities have been realized in compliance with the activity plan made in February 2019 with the PBF-Secretariat in Bissau.

When do you expect to seek the next tranche, if any tranches are outstanding: December 2019/ January 2020

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit): N/A.

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date: N/A.

Please fill out and attach Annex A on project financial progress **with detail on expenditures/ commitments to date using the original project budget table in Excel**, even though the \$ amounts are indicative only.

Nombre de résultat/ produit	Formulation du résultat/ produit/ activité	Budget par agence recipiendiaire en USD - Veuillez ajouter une nouvelle colonne par agence reciendiaire	Pourcentage du budget pour chaque produit ou activité reserve pour action directe sur le genre (cas échéant)	Niveau de dépense/ engagement actuel en USD (a remplir au moment des rapports de projet)	Notes quelconque le cas écheant (.e.g sur types des entrants ou justification du budget)
<b>Résultat 1: Renforcer les capacités et l'auto-estime de femmes et hommes clés membres des partis politiques, de la société civile et des Forces de Défense et Sécurité (FDS) afin de mieux mitiger les risques de division et promouvoir la cohésion sociale à travers la promotion des femmes</b>					
<b>Produit 1.1:</b>	<b>Au moins 200 personnes sont consultées dans les régions et à Bissau pour identifier et documenter les bonnes pratiques pour mitiger des risques de division et promouvoir la cohésion sociale à travers la promotion des femmes.</b>	<b>48,133</b>	<b>100%</b>	<b>48,653.73</b>	
<b>Activite 1.1.1:</b>	12 discussions de groupe (Focus Group Discussion) sont menées avec la participation d'hommes et femmes politiques, de la société civile et des FDS pour identifier des <b>bonnes pratiques</b> de mitigation des risques et de promotion de la cohésion sociale à travers la promotion des femmes. 12 discussions			26,865.96	
<b>Activite 1.1.2:</b>	Production d'une (1) note et d'un (1) clip vidéo sur les bonnes pratiques afin de mieux mitiger les risques de division et de promouvoir la cohésion sociale à travers la promotion des femmes			4,444.60	
<b>Activite 1.1.3:</b>	Réalisation d'un (1) atelier interne de travail pour l'élaboration d'un module de formation sur les bonnes pratiques liées à la promotion des femmes, sur base des résultats des consultations/groupes de discussion et où le concept de communication non-violente est intégré			17,343.17	

Produit 1.2:	Les capacités des 180 femmes et hommes politiques, de la société civile et des FDS sont renforcées en matière de bonnes pratiques pour mitiger les risques de division et saisir les opportunités de contribuer à la cohésion sociale par la promotion des femmes (y compris communication non-violente et bonne argumentation et identification du « micro-machisme »), à Bissau et dans les régions	39,343	100%	16,186.37	
Activite 1.2.1:	12 formations (d'un (1) jour) sur le plaidoyer pour les leaders féminins en faveur de la consolidation de la paix, avec un accent sur les techniques de la communication non violente pour 180 femmes politiciennes, de la société civile et des FDS dans les 8 régions et à Bissau			6,441.02	
Activite 1.2.2:	Suivi des 180 participants aux formations dans la mise en pratique de leur savoir-faire à travers un accompagnement et une réflexion conjointe autour des bonnes pratiques et des leçons tirées à travers 55 rencontres bimensuels			5,230.58	
Activite 1.2.3:	11 séances de débat entre formés et des acteurs tiers des partis politiques, de la société civile et des FDS pour mettre en pratique l'argumentation, les bonnes pratiques et leçons tirées de la formation et de l'accompagnement avec 110 participants			4,514.77	
Produit 1.3:	Au moins 110 femmes des partis politiques, de la société civile et des FDS dans les régions et à Bissau sont mises en relation avec des modèles de réussite féminins locaux, nationaux et internationaux afin de renforcer leurs aspirations et leur auto-estime	44,402	100%	14,823.27	

Activite 1.3.1:	Mise en place d'un système de mentorat de 110 femmes (55 mentors et 55 mentees ) avec au moins 33 rencontres bilatérales, facilitées par les ERD (3 rencontres de 3h x 10 zones ERD + 1 Bissau). Les mentors sont des femmes leaders formées des partis politiques, OSC et FDS ou ERD qui sont exemplaires pour leur contribution à la cohésion sociale (5 femmes formées x 11 zones ERD + Bissau). Accompagnement audio-visuel pour documenter l'expérience de mentorat.			4,658.36	
Activite 1.3.2:	22 stages de 2 semaines sont organisés permettant à 22 jeunes femmes de suivre au quotidien une femme bien placée dans les partis politiques, la société civile ou des FDS			5,431.91	
Activite 1.3.3:	1 conférence internationale de 3 jours avec 60 participants hommes et femmes à Bissau pour parler des bonnes pratiques et les leçons apprises dans la promotion et le leadership des femmes pour la cohésion et contre la division (50 de Guinée-Bissau dont 40 des régions, 10 de l'Afrique subsaharienne et ailleurs). Animation par les clips vidéo sur le mentorat et les stages.			4,733.00	
<b>TOTAL \$ pour Resultat 1:</b>			<b>131,878</b>	<b>79,663</b>	<b>100%</b>
<b>Resultat 2: Renforcer les capacités institutionnelles des partis politiques, de la société civile, et des FDS à Bissau pour mitiger les risques et maximiser leur contribution à la cohésion sociale à travers la promotion des femmes</b>					
Produit 2.1:	Au moins 30 personnes des structures du type parti politique, société civile, et FDS sont formées en « programmation sensible aux conflits – focus genre »		38,062	552.15	100%
Activite 2.1.1:	Cartographie des initiatives et individualités au sein des partis politique, société civile, et FDS qui mènent la conception et la mise en œuvre des programmes pour la promotion des femmes (ex. lois de quota, femme médiatrices)			552.15	

Activite 2.1.2:	Réalisation d'un (1) atelier de travail pour développer un module de formation en « programmation sensible aux conflits – focus genre » en collaboration avec l'appui technique d'Interpeace (IPAT) et des partis politique, société civile et FDS			0.00	
Activite 2.1.3:	3 formations en « sensibilités aux conflits – focus genre » avec 30 personnes de la société civile, des partis politiques et des FDS			0.00	
Produit 2.2:	Au moins 5 structures institutionnelles (dont au moins 1 parti politique, 1 organisation de la société civile, 1 section des FDS) sont accompagnées dans le renforcement de leurs initiatives de promotion des femmes en termes de contribution à la cohésion sociale et mitigation des risques de division	49,622	100%	2628.03	
Activite 2.2.1:	Identifier au moins 5 structures institutionnelles parmi celles représentées par les participants aux formations qui sont désireuses de savoir mieux mitiger les risques pour et maximiser leur contribution à la cohésion sociale dans la conception et mise en œuvre de leurs initiatives pour la promotion de la femme.			2628.03	
Activite 2.2.2:	Développer et mettre en œuvre 5 plans d'appui technique spécifique pour chaque structure institutionnelle partenaire qui identifient les besoins respectifs d'appui (1 plan x 5 structures), notamment à travers une micro-subvention.			0	
Activite 2.2.3:	Facilitation de cinq (5) cadres de réflexion sur les bonnes pratiques et leçons tirées pour mitiger les risques pour et maximiser la contribution à la cohésion sociale de leurs initiatives pour la promotion des femmes avec 75 participants (et rédaction et publication d'1 note d'orientation politique (policy brief) sur les bonnes pratiques et les leçons apprises pour les initiatives de promotion des femmes en Guinée-Bissau.			0	

TOTAL \$ pour Resultat 2:		87,683	100%	3,180
<b>Resultat 3: Le public est rendu plus conscient de l'importance du leadership féminin en faveur de la consolidation de la paix et des bonnes pratiques pour mitiger les risques de division, et connaît des exemples de succès d'hommes et femmes contribuant en faveur de la promotion des femmes</b>				
<b>Produit 3.1:</b>	20 histoires de succès des hommes et femmes représentant des exemples pour la promotion des femmes en faveur de la cohésion sociale et la mitigation des risques de division sont documentées par vidéo et audio	42,119	100%	826.91
<b>Activite 3.1.1:</b>	Identification d'au moins 20 hommes et femmes représentant des exemples pour la promotion des femmes en faveur de la cohésion sociale et la mitigation des risques de division sont documentées			0.00
<b>Activite 3.1.2:</b>	Production de 20 clips vidéo (1 clip par histoire de succès)			826.91
<b>Produit 3.2:</b>	Une (1) campagne de sensibilisation est réalisée pour le public à Bissau et dans les régions sur l'importance du leadership féminin pour la consolidation de la paix à travers des modèles de réussite et les bonnes pratiques pour mitiger les risques de division	61,542	100%	
<b>Activite 3.2.1:</b>	Campagne sur les réseaux sociaux (WhatsApp, Facebook etc.) avec une série de 10 clips vidéo et 10 illustrations visuelles pour sensibiliser le public			585.35
<b>Activite 3.2.2:</b>	Production de 3 spots et 20 émissions de radio à diffuser sur 2 radios nationales privées et 33 radios communautaires plus de 2000 fois.			
<b>Activite 3.2.3:</b>	11 projections publiques de vidéos suivies d'un dialogue à Bissau et dans les régions sur le thème de l'égalité des sexes en politique et pour la consolidation de la paix, avec des partenaires nationaux (ERD, OSC)			
<b>TOTAL \$ pour Resultat 3:</b>		<b>103,661</b>	<b>100%</b>	<b>827</b>

Cout de personnel du projet si pas inclus dans les activites si-dessus		30,429		21590.5	
Couts operationnels, si pas inclus dans les activites si-dessus		26,082		3769.84	
Budget S&E du projet		20,000		0	
<b>SOUS TOTAL DU BUDGET DE PROJET:</b>		<b>399,733</b>	<b>3</b>	<b>109,031</b>	
Couts indirects (7%)		27,981		7,632.16	
<b>BUDGET TOTAL DU PROJET:</b>		<b>427,714</b>	<b>3</b>	<b>116,663</b>	



Tableau 2 - Budget de projet PBF par categorie de cout de l'ONU

Note: S'il s'agit d'une revision budgetaire, veuillez inclure des colonnes additionnelles pour montrer les changements

CATEGORIES	Agence Reçipiendtaire: Interpeace			TOTAL PROJET BUDGET	Report for Q1 + Q2	Report for Q3	Report for Q4	TOTAL PROJECT EXPENSES	Total balance tranche 1
	Tranche 1 (50%)	Tranche 2 (40%)	Tranche 3 (10%)						
1. Personnel et autres employés	36,365	29,092	7,273	72,729	22,868	13,230		36,098	13,497
2. Fournitures, produits de base, matériels	450	360	90	900	199			199	251
3. Équipement, véhicules et mobilier (compte tenu de la dépréciation)	2,050	1,640	410	4,100	1,225	178		1,403	825
4. Services contractuels	12,000	9,600	2,400	24,000		7,249		7,249	12,000
5. Frais de déplacement	12,250	9,800	2,450	24,500	6,463	1,726		8,189	5,787
6. Transferts et subventions aux homologues	135,901	108,721	27,180	271,803	45,736	9,599		55,335	90,165
7. Frais généraux de fonctionnement et autres coûts directs	851	680	170	1,701	345	213		558	506
<b>Sous-total</b>	<b>199,866</b>	<b>159,893</b>	<b>39,973</b>	<b>399,733</b>	<b>76,836</b>	<b>32,195</b>		<b>109,031</b>	<b>123,030</b>
8. Coûts indirects*	13,991	11,193	2,798	27,981	5,379	2,254		7,632	8,612
<b>TOTAL</b>	<b>213,857</b>	<b>171,086</b>	<b>42,771</b>	<b>427,714</b>	<b>82,215</b>	<b>34,449</b>		<b>116,663</b>	<b>131,642</b>

- o Category 2: office supplies, workshop costs (refreshments & other workshops costs), visibility
- o Category 4: printing, consultants, any professional services -M&E and audit, workshop facilities
- o Category 7: office rent, utilities, telephone, car rental/ fuel, any kind of maintenance, IT equipment rental, bank charges
- o No operating costs should be included in category 3. We would only keep capital purchase here.