

PBF PROJECT DOCUMENT TEMPLATE



United Nations
Peacebuilding

PROJECT DOCUMENT

Length : Max. 12 pages (plus cover page + annexes)

Country: Guinea-Bissau			
Project Title: Secretariat Project: Support to Project Coordination and Monitoring of the United Nations Peacebuilding Fund (PBF) Projects in Guinea-Bissau			
Project Number from MPTF-O Gateway:			
PBF project modality:		If funding is disbursed into a national or regional trust fund:	
<input type="checkbox"/> IRF	<input type="checkbox"/>	Country Trust Fund	
<input checked="" type="checkbox"/> PRF	<input type="checkbox"/>	Regional Trust Fund	
Name of Recipient Fund:			
List of all agencies benefiting from PBF funds (starting with lead agency), type of organization (UN, NGO etc.): UNDP			
Other implementing partners (governmental or non-governmental):			
Expected project commencement date¹: 1 December 2019			
Project duration in months:² 14 months until 31 January 2021			
Geographic areas of project implementation: nation-wide			
Does the project fall under one of the specific priority windows of the PBF:			
<input type="checkbox"/> Initiative to promote gender equality			
<input type="checkbox"/> Youth Promotion Initiative			
<input type="checkbox"/> Transition between different UN configurations (e.g. disengagement from a peacekeeping mission)			
<input type="checkbox"/> Cross-border or regional project			
Total PBF project budget* (by recipient organization starting with Lead):			
UNDP: \$799,611			
<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>			
Any other existing funding for the project (amount and source):			
PBF 1st tranche:	PBF 2nd tranche*:	PBF 3rd tranche*:	__ tranche
UNDP: \$319,844.00	UNDP: \$479,767		
One sentence of project description:			
The project will enable the effective development, implementation, monitoring, oversight of peacebuilding projects and the overall strategic direction of the PBF portfolio in Guinea-Bissau. It will support effective implementation by recipient organizations and National Counterparts with			

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects— 36 months.

tailored technical support in peacebuilding topics and methodologies, monitoring and evaluation, and communication, including the development of knowledge products.

Summarize the country consultation mechanism and the process to endorse the project prior to submission to PBSO, including through review / consultation of the PBF Steering Committee, as appropriate.

The project results from consultations with various stakeholders, including the Office of the Resident Coordinator (RCO) and the United Nations Coordination Team (UNCT), the Ministries of the Presidency of the Council of Ministers and Foreign Affairs and the PBSO. In addition, to the proposals and recommendations resulting from these consultations, the project also takes into account the Government reform priorities as expressed in Terra Ranka, and the finding of the Conflict Analysis conducted for the development of the new UNSDCF.

Project Gender Marker Score: 2. Estimated 51% or US\$366,898

- **Score 3** for projects that have gender equality as a principal objective (minimum of 80% of total budget going to gender equality and women's empowerment (GEWE))
- **Score 2** for projects that have gender equality as a significant objective (minimum of 30% of the total budget going to GEWE)
- **Score 1** for projects that will contribute in some way to gender equality, but not significantly (less than 15% of the total budget going to GEWE)

Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: at least 15%

Project risk marker score: 0

0 = low risk to achieving outcomes

1 = medium risk to achieving outcomes

2 = high risk to achieving outcomes

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*): 4.3

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

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

If applicable, the result of the UNDAF to which the project contributes: n/a

If applicable, Sustainable Development Objective to which the project contributes: 16

Type of submission:

New project

Project amendment

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration:

Change of project outcome/ scope:


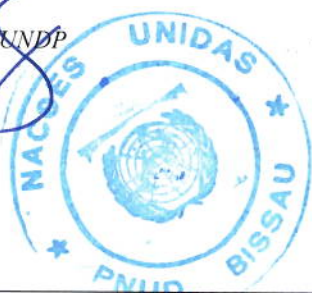



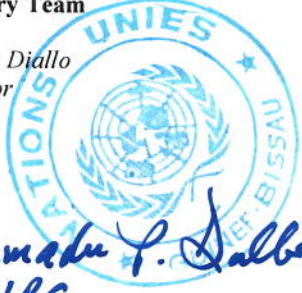
Change of budget allocation between outcomes or budget categories of more than 15%:

Additional PBF budget:

Brief justification:

Note: If this is an amendment, show any changes to the project document in RED colour, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New signatures are required.

PROJECT SIGNATURES:

<p>Recipient Organization(s)³</p> <p><i>Mark Egenhoff</i> Resident Representative UNDP</p>   <p>Signature UNDP Date & Seal</p>	<p>Representative of National Authorities</p> <p><i>Suzy Barbosa, Minister of Foreign Affairs</i> Name of Government Counterpart</p>   <p>Signature Ministry of Foreign Affairs Date & Seal</p>
<p>Head of UN Country Team</p> <p><i>Dr. Mamadou Pethe Diallo</i> Resident Coordinator</p>   <p>Signature Title <i>DS/SG/RC</i> Date & Seal <i>02/12/2019</i></p>	<p>Peacebuilding Support Office (PBSO)</p> <p><i>Oscar Tarranco</i> ASG, PBSO</p> <p>Signature Assistant Secretary-General, Peacebuilding Support Office Date & Seal</p>

³ Please include signature block for each direct recipient organization under this project.

I. PEACEBUILDING CONTEXT AND RATIONALE FOR PBF SUPPORT

a) Conflict Analysis and project context

Since its independence in 1974, the country has been marred by political and military conflict which deeply affected state building. The worst incident happened twenty years ago. The 11-months armed conflict of 1998-1999 that pitted different factions of the political-military elite of the country against one another and had serious human, social, economic and political consequences setting the country further back in the development processes. The armed conflict made clear the direct participation of the military in the political sphere, as part of a patron-client dynamics that have been consolidating their rule over the access to, and redistribution of, (scarce) state resources to the benefit mainly the Bissau-based elite.

Guinea-Bissau remains an incomplete State with little presence beyond Bissau, unable to provide basic services (access to justice, health, education, housing, etc.) to its population who rely as they pretty much always have on traditional authorities and mechanisms for subsistence and conflict-resolution. The economy is mainly based in the production and export of commodities where little value added is left in the country. Cashew production and exports provide the basis of livelihoods of a large part of the rural populations, but revenues are low, volatile and dependent on international markets' fluctuations. Timber exports and trade deals signed with international partners on fisheries are also important sources of revenue.

Illegal timber exports are a grave source of concern especially as it increases the vulnerability of rural populations and exposure to climate change. The international strategies to provide incentives for developing the private sector through Structural Adjustment plans only favored a small elite and the productive private sector is extremely limited. As such, the State is the main way to access power and wealth. In their struggles for access to state resources, corruption and appropriation of resource flows (from international aid, export and import taxes, fisheries trade deals) as well as from drug trafficking persist. The influence of non-state actors linked to drug cartels and criminal groups on state affairs is growing with the possible complete capture the State close at hand.

Guinea-Bissau has over 30 ethnic groups, and despite this diversity has historically enjoyed a high level of social cohesion manifested by frequent intermarriage and due and a set of shared values regarding hospitality and communal living as well as complex systems of natural resources management that have managed so far to keep in check some of the adverse negative impacts of more intense resource use and climate change.

However, the political instability in the capital, lack of reach of the State and the adverse effects of government policies like those governing the sale of cashew nuts and the land law, are taking a toll on rural communities most visible in the increase impoverishment and in disputes over land ownership. Rural authorities are resisting this trend by diverse self-organizing schemes and through passive resistance to the land law.

In the capital a stronger civil society has taken root in the aftermath of the June 7th war in an effort to pacify the population. Through the expert use of the media, civil society manages to defend the interests of local populations, environment protection and human rights and curtail the worst abuses of politicians when they attempt to sow division. Younger and educated urban populations are contributing to public debate on governance and political issues, demanding a greater participation in the political life, and the need to provide better services and jobs to the populations. In recent years, these groups were also able to mobilize larger sectors of the population into demonstrations for stability and respect for their rights and the rule of law.

After the 2014 elections and the nomination of Domingos Simões Pereira (DSP) as Prime Minister, there was renewed hope for political stability. The program, Terra Ranka, presented by the new government received wide international support at the donors' conference. However, unable to get along with DSP, the President dismissed him and his government and ushered in a period of political stalemate that lasted 4 years. Finally, a consensus Prime Minister was found in April 2018 in time to manage a new election that took place in March 2019. The aftermath of these elections witnessed renewed political tensions and a stalemate over the composition of the Executive Bureau of the People's National Assembly (ANP), the nomination of the prime minister and the composition of the new government, echoing the 2015 crisis. The Presidential elections scheduled for 24 November 2019 pose another trigger for further shifting alliances and instability.

The most current Conflict Analysis from mid-2019 lists a complex constellation of root causes for instability and fragility, namely:

- Historical and Geopolitical Factors contribute to the creation of a dysfunctional State captures by elite interests
- Persistent conflicts within the political system due to conceptualizations of politics as a zero-sum game
- State institutions unable to deliver services and goods and satisfy the basic needs of the population
- Impunity and unaddressed past violations of Human Rights
- Entangled political-military relationship in the State and in national politics
- Weakness of the economic system
- Regional Security dynamics

As a PBC country, Guinea Bissau has been eligible to PBF support since 2007. The PBF has made three Peacebuilding Recovery Facility (PRF) allocations, in 2008, 2011, and 2014 respectively for a total of approximately 20 Million USD. In 2013, US\$ 5 million was made available to support essential activities contributing to the restoration of constitutional order. After the 2014 elections, the new government declared its readiness to fully re-engage with the international community, including the PBC and the PBF and established a vision, articulated in Terra Ranka, that closely links peace and development: "a positive Guinea Bissau, politically stable through inclusive development, good governance, and preservation of its biodiversity." A new peacebuilding priority plan was drawn up that was closely aligned with the Government's vision and priorities. It provided a USD 10 Million envelop to be implemented between April 2015 and 31 December 2017. But, the Priority Plan was written at a moment of heightened optimism following the 2014 election and envisioned peace consolidation through state reform and modernization. By mid-2015, the country returned to its homeostatic condition of political instability and impasse. The governmental gridlock made institution-building efforts exceedingly difficult to implement and impacted the national ownership and management of the fund as well. The Plan expired on 31 December 2017 with only 2.7 million disbursed for three substantive projects (national dialogue, justice and civil registration).

With the expiry of the Peacebuilding Priority Plan in December 2017, UN leadership and PBSO agreed on the need of a new and contextualized strategy for the PBF engagement in the country. Attending to the fluid political context in the country, it was also agreed that the engagement of the Fund should be through the Immediate Response Facility (IRF) which is less reliant on fluctuation on national leadership. It was also agreed to reduce the redundancy of having multiple national oversight bodies by enabling PBF oversight through the UNPAF oversight mechanism given that all PBF projects are captured in the UNPAF framework.

To enable the disbursement of \$7.3 million from the 2015 allocation, the PBF Secretariat in Bissau organized a National Technical Consultation that brought together 40 participants in representation of the Civil Society, Government and the United Nations in September 2017. The meeting culminated in a local model of peacebuilding that would underpin peacebuilding intervention strategies of the PBF in Guinea Bissau.

The Technical Consultation process reached the conclusion that the top priority in the current context is to enable political stabilization – duly recognizing that the problem of political stabilization is a complex one, and a process that is expected take time to change. No single action will resolve this issue, and it will require many reinforcing actions at many levels to overcome the problem. Participants identified the interconnectedness of political and institutional stabilization in this process, underscoring the current disconnect between the state and citizens. They highlighted the added value that civil society could bring to this process, as a means of enabling the state to perform better and in a more accountable, responsive and equitable manner. The inclusion of women and youth in decision-making, and overall enabling of an increased citizen-state engagement, are key to sustainable political and institutional stabilization.

Building on the UN's valued added and comparative advantages, the UN leadership submitted six (6) new projects which were approved under the IRF facility (Immediate Response Facility) in December 2017. The current portfolio of projects organized around the central focus of political and institutional stabilization and enabling citizen engagement in that process. It has a solid focus on support to women and youth empowerment for peacebuilding and represents an integrated set of interventions with clear and focused complementarities that can be best realized through inter-project coordination and collaboration. The projects are consistent with the Peacebuilding Priorities established in the most recent Conflict Analysis, which are:

1. Support coordination of external assistance
2. Support the building of a functional state by strengthening state institutions and fostering active citizen engagement
3. Support an enabling environment to expand socio-economic opportunities and inclusiveness
4. Encourage political dialogue and the reform of the political system, through inclusive processes
5. Strengthen capacity to effectively address impunity, promote and protect human rights
6. Encourage and support the recent and positive change in political-military relations
7. Support combat to drug trafficking and transnational organized crime, including human trafficking

Specifically, the 5 substantive projects as well as the GYPI project address primarily priorities 2,3 4, and 5.

The Security Council, on 28 February 2019, adopted Resolution 2458 which renewed the mandate of the political mission (UNIOGBIS) for one more year but called for its transition, meaning the gradual drawing down and transfer of tasks to UN Country Team (UNCT), the United Nations Office for West Africa and Sahel (UNOWAS) and international partners, by December 31, 2020. Among UNIOGBIS priorities in this phase will be to continue its good offices work to support the full implementation of the Conakry Agreement and the Stability Pact and to facilitate inclusive political dialogue and national reconciliation process, strengthening democratic governance, particularly with regards to the implementation of necessary urgent reforms; including the review of Guinea-Bissau's Constitution. The PBF has expressed its commitment to continue to support the transition process and is planning new projects in 2019 and in the future, depending on the context and on its financial situation.

This project will enable the continuous functioning of the PBF Secretariat located in Guinea-Bissau Resident Coordinator's Office and provide technical guidance and assistance to the development and oversight of PBF funded projects. The PBF Secretariat is responsible for ensuring coordination, coherence and synergy among PBF and PBC activities in Guinea Bissau and serves as a liaison among the entities of the peacebuilding architecture in NYHQ and UNIOGBIS, as well as between the UN and national and international partners involved in peacebuilding in GB. This project aims at supporting the efficient and gender-sensitive delivery of the complete PBF portfolio. This project will support the development of new projects, per established priorities, in 2019 and 2020. The project will also provide support for the monitoring and evaluation of the PBF portfolio in Guinea-Bissau.

National ownership of project is enabled through regular contact with focal points from the Foreign Ministry and the Ministry of the Council of Ministers and Parliamentary Affairs. All PBF projects should also coordinate with their relevant ministries. But the PBF Secretariat will play a part in engaging national actors through periodic public events such as project launches and/closures. National oversight of the projects and evaluation of the achievement are ensured through the UNPAF Steering Committee. The National Co-Chair of the Steering Committee of the UNPAF is the Foreign Ministry. The Foreign Ministry is also the Focal Point for UNDP. Given the Foreign Aid coordination responsibilities of the Foreign Ministry, it is the best option for PBF Secretariat in GB tutelage. The Steering Committee of the UNPAF and the focal points for each of the 4 Outcome Groups meets twice a year to review the Annual Work Plan and again to hear the Annual Report. A monitoring visit to different project sites happens on average once a year under the UNPAF framework.

b) Project Alignment

Guinea-Bissau is part of the forum of International Dialogue for Peace Consolidation and State building (DPSC) and of the New Deal for Fragile States, under which it committed to pursuing five Peacebuilding and State-building Goals (PSGs):

- Legitimate and inclusive politics with capacities for conflict resolution;
- Effective delivery of justice;
- Security of its population;
- Capacity for effective revenue collection and for delivery of basic services;
- Laying of economic foundations that generate employment and improve socio-economic conditions.

Currently, the UN in GB is undergoing much change. The political mission known as UNIOGBIS is slated to end all operations by 31 December 2020. Its peacebuilding operations will transition to the remaining UN system. In addition, negotiations are underway for a new UNSDF with national authorities and partners. The new UNSDF will establish a new intervention program for the UN based on a robust conflict analysis. The PBF Secretariat is expected to remain within the RCO structure. The Secretariat plays an important role in ensuring the peacebuilding interventions that are undertaken are strategic and aligned with UN and national peacebuilding priorities. The PBF Secretariat project does not have a substantive working area but will support design and implementation of all IRF projects as well as ensure their coordination, coherence, and oversight through the UN leadership in Guinea-Bissau and Headquarters.

To enable the country to succeed in its efforts to strengthen peace and stability, the PBF Secretariat will need to continue to operate in Guinea-Bissau due to (1) the challenging context and the weak oversight mechanisms, (2) the need for coordination and liaison services, (3) the lack of capacity in the area of peacebuilding, (4) the need for strong M&E capacities with a peacebuilding perspective and (5) the importance of effective communication and visibility. The Secretariat works to ensure proper media coverage of results and impacts of projects and conduct general peace advocacy when and where

appropriate, like International Peace Day. The Secretariat also liaises with key institutions / dialogue platforms for the achievement of the strategic outcomes of PBF engagement in the country, including the Human Rights Working Group, the Senior Planning Group and other working groups as needed.

II. PROJECT CONTENT, STRATEGIC RATIONALE, AND IMPLEMENTATION STRATEGY

a) Project Description

This is a management project and, as such, its aim is to provide technical, administrative and accompaniment support to the entities involved in the design and implementation of PBF-funded projects in Guinea-Bissau. In addition, the goal for the coming period is to help the UN and national actors involved in project implementation to effectively address the political and institutional instability in the country in a ways that mitigate the possible adverse effects of the UNIOGBIS drawdown. This project supports coordination, development, coherence and quality assurance of all projects within the PBF portfolio as well as gender mainstreaming of all PBF projects. The PBF Secretariat is also be responsible for ensuring consistency with other projects developed with similar perspectives or that could have an impact on PBF projects.

b) Project Results Framework

Outcome 1) The effective development, implementation, monitoring, oversight of peacebuilding projects and the overall strategic direction of the PBF portfolio in Guinea-Bissau is ensured.

✓ **Output 1.1: PBF Secretariat operations are running**

This output ensures the effective management of Secretariat, with a full complement of staff, and provides for the maintenance of equipment and acquisition of supplies needed to operate.

- 1.1.1: Prepare and help to ensure approval of new Prodoc for PBF Secretariat 2019 – 2020
- 1.1.2: Hire, evaluate and renew staff contracts
- 1.1.3: Staff Attend Approved Trainings
- 1.1.4: Office equipped/operational with purchases of equipment, supplies and fuel
- 1.1.5: Draft and submit half-year, Annual and Final Reports of the PBF Secretariat Project and Annual Strategic peacebuilding report

✓ **Output 1.2: Effective project implementation, communication and coordination enabled to ensure proper Oversight, Coherence and Complementarity between Projects**

This Output ensures support to RUNOs and implementing partners with project implementation functions including reporting, monitoring and evaluation responsibilities. In addition, it envisions support to UNCT and UNIOGBIS Senior Management to provide briefs and advice on PBF and PBC related issues and covers the coordination functions between the various UN structures and national counterparts

- 1.2.1: Convene and facilitate monthly coordination meetings with RUNOS
- 1.2.2: Convene and facilitate 2 evaluation workshops per year to help RUNOS prepare Mid-year and Annual Reports
- 1.2.3: Review and support finalisation of Half-year, Annual Reports and Final Reports of RUNO projects
- 1.2.4: Support the development of TORs for consultants and for the Final Evaluations of RUNO projects
- 1.2.5: Attend monthly UNCT meetings as requested and Senior Management retreats and provide briefs and advice on PBF and general peacebuilding issues
- 1.2.6: Contribute to SG, PBC briefings and other reports and support PBC and or PBSO monitoring missions.

- 1.2.7: Hold phone meetings with PBSO as required to provide updates on Project Implementation as well as inform PBSO of the changing political context and support planning processes within the UN in relation to PBF activities.
- 1.2.8: Participate in PBSO convened meetings on PBF management, as requested
- 1.2.9: Coordinate PBF business with Heads of Agencies and the DSRSG as needed and support the coordination role of the RC in the context of peacebuilding programming, including coordinating UN-submissions to GYPI, clarifying the PBF added value/ niche in Guinea-Bissau and ensuring complementarity with other support

- ✓ **Output 1.3: Enable effective development of new project design (with appropriate emphasis on gender mainstreaming).** This output recognizes challenges and processes involved in bringing on-line new projects. It also involves regularly updating the Peacebuilding Priorities and identification of gaps and programmatic entry points for possible PBF projects.

- 1.3.1: Design, convene and facilitate effective stakeholder consultation processes for identification of priorities to be supported by the PBF and for new project development.
- 1.3.2: Advise, support and review project proposals for submission to PBF and ensure that PBF-funded projects incorporate peacebuilding best practices and respond to PBF quality criteria. It also requires ensuring that at least 30% of the total PBF envelope is allocated to gender issues and / or support for women's empowerment

Outcome 2) The agencies implementing PBF funded projects are able to deliver on the implementation, monitoring and evaluation of effectively designed peacebuilding projects and effectively communicate the results of their interventions.

- ✓ **Output 2.1: Capacity-building of RUNOs and implementing partners enabled through tailored technical support and training.** This outcome covers on-going tailored technical support in peacebuilding to RUNOs for project design and implementation, structured training events on specific peacebuilding topics.

- 2.1.1: Provide on-going tailored technical support in peacebuilding to RUNOs for project design and implementation. This includes providing instruction and information about peacebuilding methodologies and resources as well as ensuring that PBF portfolio implementation partners and other key partners understand and appropriate the PBF guidance, reporting requirement and procedures for requesting 2nd Tranches and No-Cost Extensions. It also involves participating in the technical planning meetings of each PBF funded project. This also could involve enabling funds for consultants to facilitate the development or updating of the conflict analysis or other tailored assistance not envisioned in the projects themselves.
- 2.1.2: Convene Training events in Peacebuilding Project Design, Implementation and Monitoring. Example topics include PB Mainstreaming; Dialogue Design and methodologies; National Reconciliation Models; Mediation skills training, Innovations and cutting-edge approaches to Peacebuilding; nexus between climate change/environment, gender, and/or human rights based approaches and peacebuilding

- ✓ **Output 2.2: Strengthen social communication and general peacebuilding advocacy.** Increase awareness by national authorities, civil society and wider public of Peacebuilding Priorities and results and help to catalyze PBF support. This output recognizes that the PBF Secretariat has a constructive role to play in enabling better general peacebuilding advocacy and better public reporting of results and impacts of the peacebuilding work supported by the PBF as well as to identify and support catalytic effects of PBF support, including through financial support from other sources.

- 2.2.1: Assist RUNOs and UN System with communication strategies to ensure visibility of PBF activities as well as the PBF's visibility with print, TV, Radio and social media posts. Advance General Peace Advocacy, such as 21 September activities, SDG 16
- 2.2.2: Organize and facilitate national stakeholder meetings to ensure periodic updates on the implementation of the PBF portfolio. It includes public project presentations events to socialize new projects and/or closing projects

2.2.3. Maintain and regularly update of a mapping of actors in the field of peacebuilding in GB.

2.2.4: Assist RUNOS in the development of stories in videos that feature emblematic stories and instructional videos that arise in implementation of projects.

- ✓ **Output 2.3 Strengthen the PBF project and portfolio level monitoring and evaluation.** This output encompasses the tailored technical assistance to RUNOS on the development and implementation of quality M&E Frameworks and M&E Plans by the M&E Specialist and recognizes that the PBF support is intended to have a peacebuilding impact that goes beyond the scope of individual projects and that many projects have complementary M&E needs which are best addressed jointly. This requires additional efforts in M&E of PBF support.

2.3.1: Assist RUNOs with on-going tailored technical assistance in M&E, including assistance in preparing and reviewing project result frameworks and monitoring methodologies, ensuring their usability and coherence and looking for synergies in monitoring, data collection and analysis

2.3.2: Organize and conduct structured M&E visits to project sites. This can include organizing monitoring missions alone, with PBF Coordinator or with national focal point ministries to review the implementation of the PBF portfolio

2.3.3: Put in place portfolio level data collection and analysis methodologies, including perception surveys and community-based monitoring, as appropriate, to ensure there is higher level data and analysis on issues that the PBF aims to contribute to through its various projects.

2.3.4: Put in place regular PBF project review and trouble-shooting mechanisms to ensure that implementation challenges are discovered and addressed early or reporting to UN management and PBSO for further action.

2.3.5: Support PBF portfolio level evaluations and lessons learned. This includes conducting an assessment of the bottom-up strategy of the 5 projects of 2017 - 2020

c) Theory of Change

If the PBF Secretariat has the capacity to support the implementation of PBF funded projects through 2020, if the quality of project design is assured and projects are effectively implemented, then the PBF investment will yield positive results and better peacebuilding impacts and efforts should contribute to institutional and political stabilization. If projects are effectively supported and monitored and there is better coordination between initiatives, opportunities for synergies and complementarities can be identified and leveraged, project teams will be able to improve impacts and achieve higher-level peacebuilding results. If coordination and oversight are enhanced UN leaders and project managers will have better information to make decisions and make course corrections that can enhance project outcomes. If gender and youth perspective are included in project design and implantation, effort will have a higher chance of enabling more inclusive decision-making thus increasing the chances that decisions will address the grievances of the most vulnerable sectors of society. More inclusive decision-making will also enable the search for more sustainable and effective decisions that meet the needs of citizens, including the most vulnerable. If stakeholders, including the PBSO, are kept informed of progress due to increased communication and timely and higher quality reporting, challenges can be addressed early and results will be better understood. If results and impacts are better reported and disseminated to leaders and the public, public confidence and support for UN peacebuilding work will increase. Increase public confidence can be leveraged for increased influence and compounded impact.

d) Project Implementation Strategy

The project will be implemented by the Secretariat team, which will support the recipient agencies in the implementation, monitoring / evaluation, communication and reporting of the projects.

The Secretariat will provide technical support in peacebuilding methodologies, in PBSO rules and procedures and for the planning of the final project evaluation. The key target beneficiaries of the project are all entities involved in the implementation of PBF financed projects in Guinea-Bissau, both at HQ level and field level, namely:

UN Senior Management

The Senior Management is the SRSB and the DSRSB/RC.

UNCT

The Resident Representatives of UN Agencies in GB), the Heads of Sections at UNIOGBIS, the Inter-Agency Coordination Unit and the Transition Team Working Group.

RUNOs

Resident UN Organizations. The Secretariat will provide technical guidance and support to RUNOs who are recipients of PBF fund to ensure compliance with PBF funding and visibility rules and procedures, including financial transparency as well as substantive accompaniment and capacity building to ensure the mainstreaming of peacebuilding perspective and methodologies

National Government Counterparts

National counterparts include the Ministry of Foreign Affairs as Co-Chair of the UNPAF Steering Committee. The Ministry of the Presidency of the Council of Ministers and Legislative Affairs through its General Secretary and National Advisor and Focal point of OG1 of the UNPFAF will accompany PBF project implementation through the UNPAF process.

PBSO

The Secretariat serves as a liaison between NYHQ and the UN in Guinea Bissau, with a key aspect of its mandate focused on providing updates and analysis to UNHQ that can inform PBSO's decisions regarding PBF's engagement in Guinea Bissau.

PBC

The Secretariat seeks to ensure synergy and coherence between the PBC and the PBF and to support the technical aspects of the PBC's engagement in Guinea Bissau.

Civil Society

This includes national NGO working in peacebuilding or in development efforts funded by the PBF, women and grassroots youth organizations, special interests and other vulnerable groups.

Media

Radio, TV, Print and Social Media and the general public they serve.

III. PROJECT MANAGEMENT AND COORDINATION

a) Beneficiary organizations and implementing partners

The project will be implemented at national (central level) and will be administered by UNDP. UNDP has been operating in Guinea-Bissau for more than 40 years in the areas of Democratic Governance, Inclusive Growth and Sustainable Development. UNDP has also acting as operating agent of non-resident agencies and has been the host of the PBF Secretariat in the country since 2008. UNDP has designed and implemented several PBF funded projects covering thematic domains such as rule of law and justice, elections and youth employment.

Currently, the country office is composed by 60 staff members, including program and operations staff. With this capacity, the country office has been able to implement successfully joint programs, such as the case of the MDTF Joint Program on nutrition, as well as donor basket funds, such as the recent

elections basket fund with contribution for more than 10 donors. UNDP's annual budget allocations to support Guinea-Bissau's development efforts ranges in the vicinity of \$30M USD. The annual delivery rates in 2016, 2017, and 2018 were respectively 74.3, 76.1 and 81%.

In addition to its internal capacity, both in terms of human resources and operating structure, the other strengths of UNDP in Guinea-Bissau is its long time presence in the country that gives a full knowledge of the country and its institutions, as well as the possibility of bringing expertise, as needed, either from the Regional Service Center in Addis-Ababa or from other country offices. The UNDP DRR-Program will oversee the operational aspects of the project to ensure that it is compliant with corporate management policies and procedures.

The local implementing partner for this project is the Ministry of Foreign Affairs.

	Agency	Principal source of financing	Regular annual budget in US dollars	Emergency Trust Fund (eg CAP)
Fiscal year 2017	UNDP	Donor Government Core	\$27,131,914	
Fiscal year 2018	UNDP	Donor Government Core	\$30,528,441	-
Fiscal year 2019	UNDP	Donor Government Core	\$26,680,580	

b) Project management and coordination

The Secretariat will consist of:

- ✓ A Coordinator (P4 - international)
- ✓ Expert in monitoring-evaluation / communication (UNV - international)
- ✓ A National Program Officer
- ✓ An Administrative / financial assistant
- ✓ A driver

Specific terms of reference will define the specific responsibilities of Secretariat members.

The overall supervision of the Coordinator of the Secretariat will be provided by the Resident Coordinator (RC) of the United Nations System (UNS) and will work in close collaboration with the Peace and Development Advisor and will report to the UNCT periodically. The quality of PBF Secretariat delivery remains the responsibility of the RC. The Secretariat Coordinator will have a line of indirect supervision with the Peacebuilding Support Office (PBSO) regarding the strategic issues of the PBF portfolio in the country and the performance of PBF projects. PBSO will take part alongside the RCO and the Secretariat's implementing agency in the recruitment and performance appraisal process of the Secretariat's professional staff. **The second project budget tranche is payable upon expenditure progress (at least 75% of the first tranche) and following PBSO approval of two new projects in Guinea-Bissau in the Secretariat project period. The new Secretariat staff will only be contracted when 2 additional PBF projects are added to the portfolio in Guinea-Bissau has been approved for a total of 10 active projects at the beginning of 2020.**

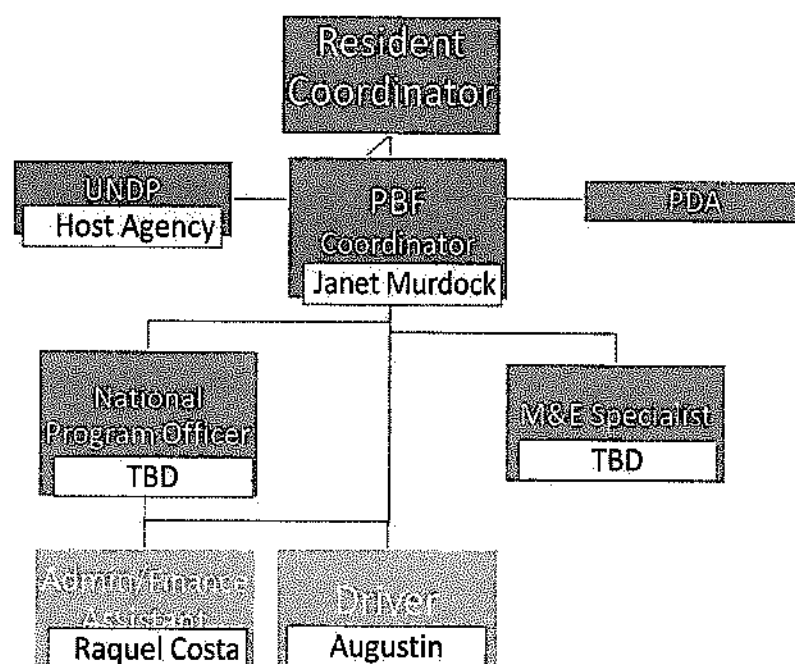
The Secretariat of the PBF and the activities it undertakes will be implemented through a Direct Implementation Modality (DIM) and will be administered and managed in accordance with the rules and regulations of UNDP. The reporting lines are as follows: The international M&E Specialist and the National Program Officer as well as the Administrative and Finance Assistant and the driver report to the PBF Secretariat Coordinator. The Secretariat is located in UNDP's building in within the designated RCO's area.

The day-to-day management of the project rests with the PBF Secretariat Coordinator with support by the National Program Officer and the Administrative/Finance Assistant. The PBF Secretariat Coordinator will coordinate and support the implementation of the project to oversee the planning and implementation of all project activities. The Coordinator is ultimately responsible for ensuring that a viable communication strategy is put in place in order to give full acknowledgement and visibility of the deliverables of all PBF funded projects, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability.

The M&E Specialist will help the RUNOS set up M&E plans, perform regular monitoring activities, including at the portfolio level and ensure data collection through perception surveys and community-based monitoring, and reporting functions, follow up on management actions, keeping track of progress benchmarks and lessons learned. The M&E Specialist will work with the UN M&E Group for better coordination purposes and assist in the implementation of the Communications Strategy and the development of knowledge products.

The National Program Officer provides guidance and support to the PBF Coordinator by ensuring compliance with regulations, policies and procedures as well as providing substantive input and support to RUNOs. The National Program Officer will work closely with the Administration and Finance Assistant to ensure timely and accurate procurement and contracting. The Administration and Finance Assistant will liaise between staff, UNDP and driver and schedule all travel and field missions. The Driver is responsible for vehicle performance and maintenance and works directly with the Administration and Finance Assistance to such matters. Procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

Organizational Chart



c) Risk management

Risks	Probability	Impact	Mitigation Measure
Lack of information on implementation by recipient agencies	Average	low	The Secretariat will work with agencies to better share information.
Delays in submission of narrative and financial reports	Average	Low	Close follow-up with agencies for good financial and narrative reporting
Insufficient ownership of projects by national partners	Average	high	Involvement of partners in the steering committee and technical meetings
Difficulty for agencies to jointly supervise projects in the field	Average	Average	Planning joint missions in PTAs
Difficulties to convene the Steering Committee according to schedule	Average	Low	Steering Committee of PBF joined the UNPAF Steering Committee
Procurement procedures slow down the implementation of projects	Average	Average	Preparation of a Procurement plan from the start of the projects
Possible conflicts between Agencies in the implementation of projects	Low	Low	Involve all agencies and national counterparts in the operational planning of activities
Dispersion, duplication and weak coordination between projects	Low	Low	Seek arbitration of the RC if necessary. Quarterly coordination meeting to develop synergy between projects.
Fragile political consensus giving way to renewed political instability.	High	High	The SRSG in coordination with the international community, including the PBC, will continue his efforts in support of the government and its governance program.

Unrealistic expectations regarding the PBF and a limited understanding regarding the scope and objective of PBF interventions, as well as frustration regarding the procedures and processes that the Secretariat is responsible for safeguarding	High	Medium	The PBF Secretariat has been conducting information sessions as well as meeting with relevant stakeholders in order to clarify and ensure an accurate understanding of the PBF ToRs, rules and procedures.
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d) Monitoring and Evaluation

The PBF Secretariat has a Results Framework with Outcome and Output indicators to monitor the implementation of this project in which the periodic capture stakeholder satisfaction with the services provided by the Secretariat will be a key component.

The results of the PBF Secretariat project will be reported twice in the first year and once in the second year of this 14-month project. The Semi-Annual Report is due on 15 June and Annual Report is due on 15 November. Progress reports shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The Secretariat will be responsible for the quality assurance of the annual and semi-annual reports of the recipient UN agencies of the PBF Funds.

The Secretariat is also responsible for writing the Annual Strategic Peacebuilding Report for approval by the RC. In addition, a Final Project Review Report due will be within 3 months from the end of the project. The Final Project Review Report will suffice as a final assessment of the Secretariat Project.

All these reports will be prepared by the PBF Secretariat on behalf of the DSRSG and SRSG and submitted to PBSO on the due dates stipulated above and uploaded onto the MPTFO Gateway. An Annual Work Plan (AWP) for the duration of the project also accompanies this proposal.

Within this M&E system, the Secretariat will help the RUNOs develop some success stories and lessons learned as part of its knowledge management system and advise on the development of instructional videos on conflict resolution methodologies and written case studies. These knowledge products will be shared with the RUNOs, UNCT, implementing partners, the PBSO, academia, donors and the public generally.

The M&E Specialist will work with agencies to coordinate their results monitoring approaches and provide them with technical support in monitoring and evaluation as needed. The M&E Specialist will also help establish joint monitoring / evaluation system for PBF projects (including any GYPI projects). The M&E system should enable synergies between the different projects within the PBF country portfolio. The system should include some impact level indicators and data collection mechanisms. Where feasible, Community Based Monitoring methodology will be employed. The data gathered through the joint system will be reported in the Annual Strategic Peacebuilding Report that should be endorsed by RC.

Based on the analysis of the field data, the Coordinator will inform the RC and the agencies heads about bottlenecks and other challenges and issues that could jeopardize the achievement of the expected results.

National oversight of the projects and evaluation of the achievement of expected results will be ensured through the UNPAF Steering Committee and review process on the basis of the annual Work Plan and Annual Report prepared by the RUNOS under the Coordination of the M&E

Specialist assigned to the Resident Coordinators Office. The PBF M&E Specialist will ensure that results and impacts are effectively reported through that system.

e) End-of-Project Strategy / Sustainability

The project will ensure the ownership of substantive project achievements by the Foreign Ministry as the Co-President of the UNPAF Executive Committee and the Ministry of the Presidency of the Council of Ministers and Legislative Affairs as the focal point for UNPAF Outcome Group 1 on Governance as well as other national partners to ensure the continuity of the achievements of PBF interventions in Guinea-Bissau. National oversight of the projects and evaluation of the achievement of expected results will be ensured through the UNPAF Steering Committee and review processes on the basis of the annual Work Plan and Annual Report prepared by the RUNOS under the Coordination of the M&E Specialist assigned to the Resident Coordinators Office. The PBF M&E Specialist will ensure that results and impacts are effectively reported through that system. Communication about project achievements could also help mobilize additional resources to ensure the continuation of projects with bilateral and multilateral partners.

IV. PROJECT BUDGET

Table 1 – PBF project budget by Outcome, output and activity - see excel file

Table 2 - PBF project budget by UN cost category – see excel file

CATEGORIES	Amount Recipient Agency XX		Amount Recipient Agency XX		Amount Recipient Agency XX		Total tranche 1	Total tranche 2	PROJECT TOTAL
	Tranche 1 (40%)	Tranche 2 (60%)	Tranche 1 (70%)	Tranche 2 (30%)	Tranche 1 (70%)	Tranche 2 (30%)			
1. Staff and other personnel	188,000	282,000							470000
2. Supplies, Commodities, Materials	6000	9000							15000
3. Equipment, Vehicles, and Furniture (including Depreciation)	14,000	21000							30000
4. Contractual services	52000	78000							130000
5.Travel	24800	37200							60000
6. Transfers and Grants to Counterparts									

7. General Operating and other Direct Costs	17088	25632							42300
Sub-Total Project Costs	301888	452832							747,300
8. Indirect Support Costs (must be 7%)	19936	29904							52,311
TOTAL	321824	482736							799,611

Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

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

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)
31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

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 website (<http://www.mptf.undp.org>)

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation

Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (NOTE: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)

Produces an annual report that includes the proposed country for the grant.

Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (NOTE: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.

Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project⁴

Demonstrates at least 3 years of experience in the country where grant is sought

Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

⁴ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex B: Project Results Framework (MUST include sex- and age disaggregated data)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p>Outcome 1: The effective development, implementation, monitoring, oversight of peacebuilding projects and the overall strategic direction of the PBF portfolio in Guinea-Bissau is ensured</p>	<p>Output 1.1: PBF Secretariat Operations are running.</p> <p>List of activities under this Output: 1.1.1: Prepare and help to ensure approval of new Prodoc for PBF Secretariat 2019 – 2020 1.1.2: Hire, evaluate and renew staff contracts 1.1.3: Staff Attend Approved Trainings 1.1.4: Office equipped/ operational with purchases of equipment, supplies and fuel 1.1.5: Draft and submit half-year, Annual and Final Reports of the PBF Secretariat Project and Annual Strategic peacebuilding report</p>	<p>Outcome Indicator 1.a: Evaluation of PBF Secretariat by UN Leadership, RUMOS, and national stakeholders Baseline: 65% of respondents fully or partially satisfied Target: At least 75% of respondent fully or partially satisfied</p> <p>Output indicator 1.1.1: Prodoc approved in 2019</p> <p>Baseline: Target: 1</p> <p>Output indicator 1.1.2: Office has full complement of Staff</p> <p>Baseline: 3 Target: 5</p> <p>Output indicator 1.1.3: PBF Secretariat Staff attend approved trainings</p> <p>Baseline: Target: 2 trainings completed</p> <p>Output indicator 1.1.4: Office equipment are available and operational</p> <p>Baseline Target: 4 new computers by Dec. 2019</p>	<p>Survey. One per semester</p> <p>Signed document</p> <p>Staff Contracts</p> <p>Certificates of Participation</p> <p>Equipment invoices</p>	<p>Mid-year and Annual Reports include survey results</p> <p>1. Travel scheduled 2. BOR Shared</p> <p>1. Supplies and Equipment Purchased 2. Office rental paid</p>

	<p>Output 1.2: Effective project implementation, communication and coordination enabled to ensure proper Oversight, Coherence and Complementarity between Projects.</p> <p>List of activities under this Output:</p> <p>1.2.1: Convene and facilitate monthly coordination meetings with RUNOS</p> <p>1.2.2: Convene and facilitate 2 evaluation workshops per year to help RUNOS prepare Mid-year and Annual Reports</p> <p>1.2.3: Review and support finalisation of Half-year, Annual Reports and Final Reports of RUNO projects</p> <p>1.2.4: Support the development of TORs for consultants and for the Final Evaluations of RUNO projects</p> <p>1.2.5: Attend monthly UNCT meetings as requested and Senior Management retreats and provide briefs and advice on PBF and general peacebuilding issues</p> <p>1.2.6: Contribute to SG, PBC briefings and other reports and support PBC and or PBSO monitoring missions.</p> <p>1.2.7: Hold phone meetings with PBSO as required to provide updates on Project Implementation as well as inform PBSO of the changing political context and support</p>	<p>Output Indicator 1.2.1: Monthly Meetings Held</p> <p>Baseline: 8 Target: 10</p>		
		<p>Output Indicator 1.2.2: Quality Reports Submitted by the Deadline</p> <p>Baseline: 7 Target: 9</p>	<p>Half year and Annual Reports</p>	<p>1- Reports Reviewed 2- Reports uploaded</p>

<p>planning processes within the UN in relation to PBF activities.</p> <p>1.2.8. Participate in PBSO convened meetings on PBF management, as requested</p> <p>1.2.9. Coordinate PBF business with Heads of Agencies and the DSRSG, as needed and support the coordination role of the RC in the context of peacebuilding programming, including coordinating UN submissions to GYP, clarifying the PBF added value/ niche in Guinea-Bissau and ensuring complementarity with other support</p>	<p>Output Indicator 1.2.3: UN Leadership provided quality support and documentation to make decisions</p> <p>Baseline: Target: 1 update per semester</p>	<p>UNCT Monthly Meeting Agenda include PBF</p>	<p>1. Updates Prepared and Presented at UNCT meetings</p>
<p>Output 1.3: Enable Effective development of new Project Design</p> <p>List of activities under this Output:</p>	<p>Output Indicator 1.3.1: New Projects Developed</p> <p>Baseline: 6 Target: 2 for 2019 and X in 2020.</p>	<p>PBSO Approved projects</p>	

	<p>1.3.1: Design, convene and facilitate effective stakeholder consultation processes for identification of priorities to be supported by the PBF and for new project development</p> <p>1.3.2: Advise, support and review project proposals for submission to PBF and ensure that PBF-funded projects incorporate peacebuilding best practices and respond to PBF quality criteria. It also requires ensuring that at least 15% of the total PBF envelope is allocated to gender issues and / or support for women's empowerment</p>	<p>Output Indicator 1.3.2: New Projects have at least 30% of funds allocated to Gender issues or support Women's Empowerment</p> <p>Baseline: Currently higher than 15%</p> <p>Target: 30% of project budgets dedicated to Gender Issues or support Women's Empowerment</p>	<p>Project activity budget shows gender specific activities</p>	<p>1. Project budget developed</p>
<p>Outcome 2: The agencies implementing PBF Funded projects are able to deliver on the implementation, monitoring and evaluation of effectively designed peacebuilding projects and effectively communicate the results of their interventions.</p>	<p>Output 2.1: Capacity-Building of RUNOs and implementing partners enabled through tailored technical support and training.</p> <p>List of activities under this Output:</p> <p>2.1.1: Provide on-going tailored technical support in peacebuilding to RUNOS for project design and implementation. This includes providing instruction and information about peacebuilding methodologies and resources as well as ensuring that PBF portfolio implementation partners and other key partners understand and appropriate the PBF guidance, reporting requirement and procedures for requesting 2nd Tranches and No-Cost Extensions. It also involves participating in the technical planning meetings of each PBF funded project. This also could involve enabling funds for consultants to facilitate the development or updating of the conflict analysis or other tailored assistance not envisioned in the projects themselves.</p>	<p>Outcome Indicator 2a: PBF progress toward implementation by RUNOS is On Track.</p> <p>Baseline: 4%</p> <p>Target: 70 of projects are On Track.</p> <p>Outcome Indicator 2b: Improved PBF project monitoring systems and portfolio level data.</p> <p>Baseline: All projects have M&E plans but few have data collection instruments.</p> <p>Target: New Projects have improved monitoring system with data collection instruments.</p> <p>Output Indicator 2.1.1: Number and type of training event convened</p> <p>Baseline:</p> <p>Target:</p> <p>Output Indicator 2.1.2: Satisfaction with technical assistance provided</p> <p>Baseline: 65% satisfaction</p> <p>Target: 80% satisfaction</p>	<p>Mid year and Annual Reports</p> <p>Mid year and Annual Reports</p> <p>Workshop Agenda</p> <p>Mid year and end year surveys with RUNOS</p>	<p>1. TOR for consultancy conducted.</p> <p>2. Training conducted.</p> <p>3. Training evaluated</p> <p>Mid-year and Annual Reports include survey results.</p>

	<p>2.1.2: Convene Training events in Peacebuilding Project Design, Implementation and Monitoring. Example topics include: PB Mainstreaming; Dialogue Design and methodologies; National Reconciliation Models; Mediation skills training. Innovations and cutting-edge approaches to Peacebuilding; nexus between climate change/environment, gender, and/or human rights, based approaches and peacebuilding</p> <p>2.1.3: Assist RUNOS with the development and implementation of a resource mobilization strategy for the sustainability of PBF programs (Ensure the catalytic effects of PBF projects)</p>			
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	<p>Output 2.2: Strengthen social communication and peacebuilding advocacy</p> <p>List of activities under this Output:</p> <p>2.2.1: Assist RUNOS and UN System with communication strategies to ensure visibility of PBF activities as well as the PBF's visibility with print, TV, Radio and social media posts</p> <p>2.2.2: Organize and facilitate national stakeholder meetings to ensure periodic updates on the implementation of the PBF portfolio. It includes public project presentations events to socialize new projects and/or closing projects</p> <p>2.2.3: Maintain and regularly update of a mapping of actors in the field of peacebuilding in GB.</p> <p>2.2.4: Assist RUNOS in the development of stories in videos that feature emblematic stories and instructional videos that arise in implementation of projects.</p> <p>Output 2.3: Strengthen the PBF project and portfolio level monitoring and evaluation</p> <p>List of activities under this Output:</p> <p>2.3.1: Assist RUNOS with on-going tailored technical assistance in M&E, including assistance in</p>	<p>Output Indicator 2.2.1: Communication Strategy developed</p> <p>Baseline: 1 Target: 1 updated</p> <p>Output Indicator 2.2.2: Facebook posts developed and posted/reposted</p> <p>Baseline: 25 Target: 60</p> <p>Output Indicator 2.2.3: Number of Knowledge Products developed.</p> <p>Baseline: 0 Target: 3</p> <p>Output Indicator 2.3.1: % of Projects and completed log frames</p> <p>Baseline: ? Target: 80%</p> <p>Output Indicator 2.3.2: # of Structures M&E</p> <p>Baseline:</p>	<p>Communication Strategy document</p> <p>Social media posts on FB</p> <p>Videos Case studies</p> <p>Mission Reports</p>	<p>1. Travel to sites 2. Record audio and video</p>
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<p>preparing and reviewing project result frameworks and monitoring methodologies, ensuring their usability and coherence and looking for synergies in monitoring, data collection and analysis</p> <p>2.3.2: Organize and conduct structured M&E visits to project sites. This can include organizing monitoring missions alone, with PBF Coordinator or with national focal point ministry to review the implementation of the PBF portfolio</p> <p>2.3.3: Put in place portfolio level data collection and analysis methodologies, including perception surveys and community-based monitoring, as appropriate to ensure there is higher level data and analysis on issues that the PBF aims to contribute to through its various projects.</p> <p>2.3.4: Put in place regular PBF project review and trouble-shooting mechanisms to ensure that implementation challenges are discovered and addressed early or reporting to UN management and PBSO for further action.</p> <p>2.3.5: Support PBF portfolio level evaluations and lessons learned. This includes conducting an assessment of the bottom-up strategy of the 5 projects of 2017</p> <p>- 2020</p>	<p>Target:</p> <p>Output Indicator 2.3.3: Data collection methodologies in place and being analyzed and reported</p> <p>Baseline: 0</p> <p>Target: 1 per project</p>	<p>Mid year and Annual Reports include data collected and analyzed</p>	<p>Output Indicator 3.3.3: Portfolio level evaluation conducted.</p> <p>Baseline:</p> <p>Target:</p>	<p>1. TOR for consultancy Evaluation conducted</p> <p>2. Evaluation report submitted to PBSO and RC</p>	<p>1. TOR for consultancy Evaluation conducted</p> <p>2. Evaluation report submitted to PBSO and RC</p>
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Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?		X	N/A
2. Have TORs for key project staff been finalized and ready to advertise?	X		
3. Have project sites been identified?		X	N/A
4. Have local communities and government officials been consulted/ sensitized on the existence of the project?	X		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	X		Yes. An extensive evaluation was conducted in April 2017
6. Have beneficiary criteria been identified?		X	N/A
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	X		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		UNCT
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?			N/A

Annex D: Overview of the ongoing PBF commitment

Please include here a paragraph on the strategic outcomes of the PBF commitment in the country (in line with the priorities of the eligibility application)

The Strategic Outcomes of the current phase of the PBF Commitment in the country was established at the National Technical Consultation that brought together 40 participants in representation of the Civil Society, Government and the United Nations in September 2017. The model of peacebuilding implies that the PBF in the current context should contribute to political stabilization – duly recognizing that the problem of political stabilization is a complex one, and a process that is expected to take time to change. No single action will resolve this issue, and it will require many reinforcing actions at many levels to overcome the problem. Participants identified the interconnectedness of political and institutional stabilization in this process, underscoring the current disconnect between the state and citizens. It was determined that the added value that civil society could bring to this process of political and institutional stabilization should be incentivized, as a means of enabling the state to perform better and in a more accountable, responsive and equitable manner. Thus, inclusion of women and youth in decision-making, and overall enabling of an increased citizen-state engagement and participatory democracy are key to sustainable political and institutional stabilization and hopefully prevent the capture of the state by elite and illicit networks.

With Security Council Resolution 2458 of 28 February 2019, the mandate of the political mission (UNIOGBIS) will end 31 December 2020. With the gradual draw down in staff it is important to ensure that the residual peacebuilding work of the mission transition to other UN agencies, the United Nations Office for West Africa and Sahel (UNOWAS) and international partners by December 31, 2020. Among UNIOGBIS peacebuilding priorities in this phase will be to enable the continuation of the human rights work of the mission, some CDTOC activities and most importantly the good offices work that supports the full implementation of the Conakry Agreement and the Stability Pact and enables the national reconciliation process and inclusive political dialogue, particularly with regards to the implementation of systemic reforms that will strengthen democracy and the rule of law. The PBF has expressed its commitment to continue to support the transition process and allocated up to US\$5 Million in 2019 for new projects that will ensure timely transfer of the residual peacebuilding work of the mission.

Project name and number	Amount	Agencies	Start and end date	Short summary of the project
Support to Political Dialogue and national reconciliation in Guinea-Bissau – 00108244	US\$826,121..	UNDP/UNIOGBIS	19 Dec 2017 30 September 2019	This project contributes to the political stabilization process by enabling inclusive dialogue on systemic issues and the national reconciliation process
Boosting the Media Sector for Greater Peace and Stability in Guinea-Bissau - 00108750	US\$940,977..	UNDP/UNIOGBIS	19 Dec 2017 30 March 2020	This project contributes to institutional stabilization of the media sector in Guinea-Bissau by helping create better conditions for journalists to perform their role in a democratic society in a professional manner
Supporting Political and Institutional Stabilization of the Justice Sector for Peace Consolidation in Guinea-Bissau – 00108261	US\$1,406,900.	UNICEF/UNDP	19 Dec 2017 30 April 2020	This project contributes to the stability of the Justice Sector by enabling the institutionalization of alternative dispute resolution mechanisms with a restorative justice within the formal and informal justice systems with greater respect for human rights, with a particular women and children's rights.
Supporting Women's and Youth Political Participation for Peace and Development in Guinea-Bissau - 00108258	US\$1,775,482.	UN Women - UNFPA/WFP --	19 Dec 2017 30 March 2020	This project empowers women and (mainly urban) youth leaders to engage in the political life of the country. It provides a conduit to political power for change makers, support to youth and women's wings of the parties, candidates for election and election oversight. It also enables WFP to work with women farmers and enable rural advocacy on issues affecting rural communities
Mobilizing Rural Youth and Adolescents to serve as Peacebuilding Leaders – 00108256	US\$1,564,821.	UNICEF/UNDP	19 Dec 2017 31 January 2020	This project strengthens the capacities of youth and adolescents' leadership skills to advocate on their own behalf for influence in decision-making processes and acquire the resilience they need to manipulation.
Toward a New Gender Equilibrium in Guinea-Bissau - 00104809	US\$534,184 (Phase 1) and US\$427,714 (Phase 2) for a total of US\$961898.	- VOZ DE PAZ/INTERPEACE -	31 March 2017 to 30 Sept 2018 and 12 November 2018 to 30 June 2020	The project contributes to the reduction of women's exclusion in decision-making spheres, by reinforcing their participation in governance and local conflict-resolution throughout Guinea-Bissau.

Placing Women at the Centre of Justice Reform in Guinea-Bissau – 00113214	US\$1,000,000.	UNDP/UNWomen	12 November 2018 to 30 June 2020	The project places women at the center of the ongoing justice reform efforts in Guinea-Bissau, by promoting women's rights and gender equality, through the revision of the legal framework, capacity building, awareness raising and increased access to legal services.
Strengthening Public Confidence in the Justice System - 00100299	US\$687,850	UNDP	5 May 2016 30 Nov 2018	This project helps improve the delivery of justice services and strengthen the Rule of Law by developing a Criminal Records database and constructing a Justice Center in Gabu
Promote Access to Protection and Civic Participation through Civil Registration - 000100142	US\$1,000,000.	UNICEF/UNFPA	4 May 2016 31 Dec 2018	This project contributes to the improvement of civil registration and vital statistics to increase access of vulnerable groups to social services and civic participation.