

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

PROJECT DOCUMENT COVER SHEET

<p>Project Title: Strengthening electoral security in Guinea Bissau (covering all regions)</p>	<p>Recipient UN Organization(s): UNIOGBIS</p>
<p>Project Contact: Address: ROLSI, UNIOGBIS 222, Bairro Penha, Bissau mobile: +245 631 7151 email: rodriguez37@un.org</p>	<p>Implementing Partner(s) – name & type (Government, CSO, etc.): UNIOGBIS , ECOMIB, Ministry of Interior and Ministry of Defense under Joint Command Structures</p>
<p>Project Number: <i>To be completed by UNDP MPTF Office</i></p>	<p>Project Location: Bissau and Regions</p>
<p>Project Description: The project will support the Joint Command of the police and military forces in two areas: (1) training on crowd control and electoral security principles, emphasizing human security; and (2) basic equipment based on a national internal security requirement assessment for electoral security.</p>	<p>Total Project Cost: Peacebuilding Fund: 240,502.88US\$ UNDP BCPR TTF: Government Input: Other: Total: 240,502.88US\$</p>
	<p>Project Start Date and Duration: 1 March 2014 - 31 May 2014</p>
<p>Gender Marker Score¹: <u>1</u> <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i></p>	

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

Score 0 for projects that do not specifically mention women.

PBF Outcomes² (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding):

Restoration of constitutional order through elections conducted with a strong awareness of human security and the lead role of the police in the enforcement of law and order.

Project Outputs and key Activities:

Output 1:

Security personnel know their roles and responsibilities on how to ensure crowd control at a large scale in accordance with human rights norms and the due diligence policy.

Output 2:

Joint Command units fully operational in their functions and able to oversee the effectiveness of joint interventions of police and military forces in all regions.

² PBF outcome areas

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

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

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

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

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

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

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

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

(for IRF-funded projects)

<p>Recipient UN Organization(s) UNIOGBIS</p> <p><i>Name of Representative</i> <i>José Ramos-Horta, SRSG</i></p> <p><i>Signature</i></p> <p>UNIOGBIS <i>Date & Seal</i></p>	<p>Representative of National Authorities</p> <p>Name of Government Counterpart Armando Nhaga</p> <p><i>Signature</i></p> <p>Coordinator, National Electoral Security Plan <i>Date & Seal</i></p>
<p>Peacebuilding Support Office (PBSO)</p> <p><i>Mrs. Judy Cheng-Hopkins, ASG</i> <i>Peacebuilding</i></p> <p><i>Signature</i></p> <p>Peacebuilding Support Office, NY</p> <p><i>Date & Seal</i></p>	

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PROJECT COMPONENTS:

COMPONENT 1: (The “WHY”) (maximum one and a half pages)

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

- Conflict drivers and critical peacebuilding needs: *Brief analysis of key conflict and peace drivers and the status of government's and other efforts to reduce the risk for (re)lapse into conflicts. Who are the key actors? In which areas do they engage and how? Are there national strategies for peacebuilding which have been articulated or are in place, that reflect government's commitments to achieve peace relevant results? Which sectors are the priorities?*

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

Following the military coup of 12 April 2012, constitutional order has not been restored in Guinea-Bissau notwithstanding the continuing efforts of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), sub-regional, regional and international partners to resolve the crisis. However, a consensus has gradually emerged amongst national and international partners that there is an urgent need to work towards the creation of an environment conducive to conducting transparent and credible elections, which would lead to the establishment of a legitimate government that can usher in more stable political, social and economic conditions. Elections were initially scheduled for November 2013, but have twice been postponed. The new date under discussion is 13 April 2014.

- Existing efforts and gaps: *What are the current peacebuilding efforts? In which sectors are donors engaged, and in which ones they are resistant to intervene? What is the evidence of urgent financial or peace relevant gaps which need to be addressed?³ What are any risks of PBF engagement in terms of other actors' positions?*

Since the announcement of the date for elections last year, an electoral road map was developed jointly by the national authorities with international partners, which includes the key aspect of electoral security. In particular, in December 2013, with technical assistance from UNIOGBIS, a national electoral security plan was developed and approved by the Ministry of Interior. The

³ Fill in the proposed tables at Annex A, B, C.

adopted plan includes the establishment of a Joint Command (JC) structure that will include the Ministers of Interior and Defense.

The JC will have 4 regional sub-commands in Southern, Eastern and Central Guinea Bissau (South, East and Center) and a JC Headquarters in Bissau. According to the national security plan, about 4000 police personnel from the Public Order Police (POP) and National Guard (NG) are expected to be deployed on election day. A further 700 military personnel would be constituted as a reserve force, to be deployed only in the event of serious challenges to law and order.

ECOWAS and bilateral support from Nigeria has been extended to the national authorities as far as deployment day subsistence and mobility are concerned. However, the support on electoral security training and electoral security reserve force preparedness on crowd management has fallen short of financial assistance. UNIOGBIS, ECOMIB, and bilateral support from Brazil were expected to bridge this gap. While ECOMIB/ECOWAS could not generate funds for purchase of equipment; they have provided experts to conduct the training on the use of riot gear as well field-based training along with UNIOGBIS experts. The Government of Brazil has made available the premises of the João Landim Training Center for Bissau-based police.

The electoral training, one of the largest components of security preparedness, is to be held in three phases: Phase I is focused on the training of trainers (62 trainees), Phase II on regional training (550 trainees); and Phase III on the large-scale Bissau-based training (1000 trainees). Phase I has been funded by UNIOGBIS from its regular mission budget, while DSA for the ECOMIB component was provided by ECOMIB. The funds for Phases II and III could not be mobilized (with the exception of the training venue). In light of the urgent need to complete the training, PBF support is sought to fill a critical gap in the implementation of the electoral security plan.

b) Project (Portfolio) Justification

- Project's relevance to peacebuilding: *Describe the project's (or project portfolio's) immediate relevance to the peacebuilding process in the country. How urgent and strategic is the PBF engagement? How does this project (or project portfolio) support the government's strategic agenda for peace at a larger scale (if there is one)?*

The relationship between the armed forces and the police in Guinea Bissau has traditionally been a complicated and often tense one, with the armed forces frequently intervening in law and order matters and the police ceding their rightful space in law enforcement. The most notorious election-related incident involved a protest outside the National Electoral Commission during the electoral campaign of 2012, when the police were called to control the crowd, but were subsequently beaten up themselves by representatives of the military called in on behalf of the demonstrators. During the period post-coup period, there have been public threats by the military leadership and a few incidents, including overnight public beatings and inconclusive investigations into serious crimes involving members of the armed forces as suspects or persons of interest.

Meanwhile, while police capacities have been upgraded over last few years in terms of training and best practices in community policing in order to be able to take the lead role in the enforcement of law and order, the National Guard, which is one of the 4 policing

institutions in Guinea Bissau, has been under criticism from the press and the population for their close alignment with the armed forces (they are seen as a de facto branch of the armed forces, using military techniques with civilians and answering to the military hierarchy).

The JC will include armed forces personnel as reserve, while police are expected to take the lead role in crowd management and human security during the elections. Out of about 4000 police who will be deployed, 2000 are expected to be from the National Guard. It is imperative that these officers in particular are trained in the human rights-based use of force and election security principles to avoid violations and prevent a feeling of fear among the population.

- Catalytic effects:⁴ *What are potential catalytic effects (financial leverage, unblocking political processes)? Is the project accelerating the peacebuilding process? If yes, describe how. Is the project unblocking a peacebuilding process under stalemate? If yes, describe how. How is the project going to attract additional funds (either from other donors or from the Government) to scale up activities in the targeted area?*

The Joint Command (JC) structure has been established with technical assistance from UNIOGBIS and will bring together the police and the military on the basis of a commonly agreed electoral security plan. The JC will be responsible for managing deployment in the field and ensuring that human rights and gender-responsive criteria of human security are observed. To enhance an understanding on the human rights-based approach to security as well as to be informed on the human rights due diligence policy of UN engagement with the JC, specialized training would be provided to all members of the JC and to all security personnel expected to work under it in Bissau as well as the regions. This training is part of a preparatory effort undertaken jointly by the national authorities, ECOMIB and the UN.

COMPONENT 2: (the “What”) (maximum one and a half pages)

a) Project focus and target groups

- Project focus: *What is the strategic focus and expected type of change of each of the proposed projects for funding?*

The current submission is a proposal to support the JC in two areas: (1) training on crowd control and electoral security principles, emphasizing human security; and (2) basic equipment based on a national internal security requirement assessment for electoral security.

The **training** will include lessons on crowd psychology, fears during elections, protection of polling booths, ballot boxes, past experience and case studies, human rights principles on investigation, armed conflict, and the protection of women and children.

The distribution of **equipment** reflects an assessment according to which Bissau is the most densely populated region, with approximately 800,000 inhabitants and 337 public

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

order police (POP) and national guard (NG), followed by the East, with 500,840 inhabitants and 227 POP and NG; the North, with about 185,000 inhabitants and 75 POP and NG; and the South, with about 157,800 inhabitants and 137 POP and NG. As Bissau has better access to roads and has some cars and other vehicles to cover the area for patrolling, it was proposed that, under the JC, Bissau be provided with 5 motorcycles and 20 bicycles, while the East (Mansoa, Bafata and Gabu) be provided with 10 motorcycles and 30 bicycles, followed by the North, with 6 motorcycles and 30 bicycles, and the South, with 4 motor cycles and 20 bicycles. In addition, 50 sets of riot gear comprising a baton, helmet and waist/ shield would be provided to the JC in Bissau.

- Key target groups/beneficiaries: *Who are the target beneficiaries of each project and activity? (N.B.: The targeted groups could either be the source of conflicts and/or groups at risk of conflict, which does not necessarily coincide with the category of economically vulnerable groups). Describe their profile in quantitative and qualitative terms. What are the relationship dynamics among different groups? What incentives will be used to ensure their participation and 'change'?*

In the past, the capacity of internal security institutions, particularly the police, has been poor, giving way for the armed forces to secure the electoral process. As part of electoral security plan, the JC would be strengthened with equipment to patrol and manage the crowds as well as with extensive training on electoral security principles. Having a strengthened security and law enforcement presence, including enhanced capacity for monitoring human security, would represent an important step in the eyes of the population towards peace consolidation and the extension of accountable state authority.

b) Theory of changes: linking activities to results

- Theory of changes: *What changes does the project (or project portfolio) aim to achieve that trigger and/or accelerate peace consolidation? Is there a clear focus on specific conflict drivers that can realistically be addressed within the agreed time and budget? What is the causal chain of events that is expected to lead to the desired peacebuilding outcomes?*

If the police and the armed forces work together under a Joint Command, allowing the police to exercise its proper role in the enforcement of law and order, then elections can serve not only as a first step in the restoration of constitutional order but also as an important stepping stone for the modernization of security forces in Guinea Bissau.

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

a) Implementation approach

- Prioritisation and phasing of support: *How is the project (or portfolio) prioritizing and sequencing activities? Is the project targeting specific conflict-prone areas only? Which ones: urban or rural high risk areas? Is there a phasing of support/ activities? Will e.g. 'public security' be addressed first before the next area of engagement will be tackled (e.g. reconciliation)? Which conflict factors will be addressed in a short term (triggers) and a longer term (root causes)? Does the project include a regional dimension (e.g. South-South exchanges)? How are 'do not harm' principles and gender balance taken into account?*

The five-day training cycles will be followed by the distribution of equipment.

- Project implementation modalities: *Describe the implementation modality of the project (ex. UN Joint Project Pass-through modality or single RUNO's project). The project needs to have a Project*

Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.⁵

Under the overall supervision of the program manager for ROLSI, the Police project manager will be responsible for implementation, monitoring and reporting.

b) Budget

- **Budget break-down into categories:** Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.

PBF PROJECT BUDGET	
CATEGORIES	Amount Participating Agency UNIOGBIS
1. Staff and other personnel	
2. Supplies, Commodities, Materials	12,036.05
3. Equipment, Vehicles, and Furniture (including Depreciation)	91,000
4. Contractual services	
5. Travel	98,733
6. Transfers and Grants to Counterparts	
7. General Operating and other Direct Costs	23,000
Sub-Total Project Costs	224,769.05
8. Indirect Support Costs*	15,733.83
TOTAL	240,502.88

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

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

Detailed budget break-down

Item/Categories	TRAINING (Duration: 5 days)								EQUIPMENT			
	Rental of Training Facilities	Stationary (pen, block notes, markers, etc.)	Transportation allowance + food	DSA for trainers	Transport allowance for trainers	Printing Code conduct pocket books	Cable and connector for generator	Special Language Training for ECOMIG	Bicycles (100 @ 200USD)	Motorbikes (25 @ 2000USD)	Riot gear (50 @ 400USD)	
Bafata/Gabu (135px)	2,000	615.56	14,985	4,000		-	-	-	-	-	-	
Quinara (45px)	500	330.89	3,735	1,000		-	-	-	-	-	-	
Tombali (55px)	500	264.89	3,905	1,000		-	-	-	-	-	-	
Cacheu (101px)	1,000	393.78	9,790	2,000		-	-	-	-	-	-	
Oio (80px)	1,000	324.89	6,000	2,000		-	-	-	-	-	-	
Biombo & Bolama (84px)	1,000	324.89	6,768	2,000		-	-	-	-	-	-	
Bissau (1000px)	NDI/João Landim	1,781.15	51,000	-	2,550	8,000	1,000	5,000	-	-	-	
Equipment	-	-	-	-		-	-	-	20,000	50,000	20,000	
SUB-TOTAL	6,000	4,036.05	96,183	12,000	2,550	8,000	1,000	5,000	20,000	50,000	20,000	224,769.05
											Indirect Support Cost (7%)	15,733.83
											TOTAL	240,502.88

c) Sustainability

Sustainability of projects: Describe how the project's achievements can be sustained. How does the project intend to consolidate its gains after its completion? What are the mechanisms in place to ensure that the peacebuilding results are consolidated? What institution will be in charge of carrying on the work afterwards? With which source of funding? What are the major steps of an exit strategy?

It is expected that the harmonious cooperation of police and armed forces during the elections and a common emphasis on human security will not only contribute to peaceful elections and thus the restoration of constitutional order, but also establish an important precedent for cooperation based on the constitutional role of each and thus for the modernization of the security forces, which is expected to take place after the elections.

d) Risk management

Risks: Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else. 'Do No Harm Principles' must be included in the risk assessment

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
National Guard is influenced by the armed forces due to its militarized training and structure	Medium	High	Human right due diligence policy is being deeply embedded in the training programs.
Equipment does not reach intended beneficiaries	Medium	Medium	Motorcycles and bicycles are being provided (rather than cars), under the assumption they present less of an interest for personal abuse by commanding officers.
Training has no impact on the behavior of the security forces	Medium	High	Electoral security training to be reinforced by a comprehensive approach to the professionalization of the security forces after the elections.

e) Results framework and Monitoring and evaluation:

- Results framework: Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.

Results Framework for IRF projects or portfolio of projects

Policy statement / national roadmap for peace building: The extreme fragility of the current political situation in Guinea Bissau demands a multi-pronged approach that can help Guinea Bissau achieve a sufficient level of social and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups..Electoral security arrangements based on the successful division of task among the police and the armed forces in accordance with their respective constitutional roles would represent a stepping stone for a future process of modernization of the security forces.

Purpose of PBF support (type of expected change): PBF responds to a gap in the national electoral security plan by supporting the training of security personnel at national and regional level through training on principles of electoral security and crowd control in accordance with human rights norms and reflecting the human rights due diligence policy.

Theory of change statement: If the police and the armed forces work together under a Joint Command, allowing the police to exercise its proper role in the enforcement of law and order, then elections can serve not only as a first step in the restoration of constitutional order but also as an important stepping stone for the modernization of security forces in Guinea Bissau.

(1) Outcomes and type of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget	(9) Assumptions
Outcome 1: Peaceful elections secured through more effective coordination of interventions by security forces at regional level Type of change	(1) Number of successful interventions by security agents (police, army) in respect of principles of	(1) and (2) Baseline: Coordination mechanisms between army and police forces not existent Target: Coordination unit meets	Output 1. Security personnel know their roles and responsibilities how to ensure crowd control at a large scale in accordance with human rights norms and the due diligence policy	# of trainees with evidence of full understanding of principles of electoral security and crowd control (UNIOGBIS to facilitate self-assessment through small survey – see M&E section)	Baseline # of trainees for security enhancements out of total in %2012 Target: at least 50% of trainees are able to apply principles for	UNIOGBIS	USD 130,000	Resources and expertise available in a timely manner Staff to be trained is available and apply new learning elements in

required: Clear separation of roles between the police and the armed forces	electoral security and crowd control (2) No of interventions reinforced by the coordination unit enhancing electoral security (3) Number of violent incidents escalating from lack of crowd control	demand for crowd control in all regions (3) Baseline: Number of violent incidents before / after elections Target: No incidents of mob violence during election period reported in total and per region	Output 2 Joint Command units fully operational in their functions able to oversee the effectiveness of joint interventions of police and army forces in all regions	% of equipment delivered and properly used for its designated purposes during the elections	crowd control Baseline: No joint command in place Target: JC timely in place		USD 90,000	daily work
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Column (1) lists project outcomes. Outcomes measure behavior changes and should be focused on peacebuilding. The column also specifies what types of changes are required to achieve the outcome. These can be: personal, relational, structural or cultural.

Example:

Outcome: National security services enabled to keep control of violent incidents during electoral campaigns within urban areas. Structural change.

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

Example:

Output: Training provided to 500 members of national security services.

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

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

Example:

of violent clashes related to the second round of the presidential elections (disaggregated during / after vote)

Columns (3) & (6) provide the baseline (i.e. current situation) and set targets for each indicator with timeframes for achievement. Targets need to be quantifiable, verifiable and realistic.

Example:

Baseline: 75 incidents during first electoral period (from ...to)

Target (end of project): Significant reduction of violent incidents (at least 25%) compared to last elections

Column (7) lists the RUNO driving the project and outlines the person (from RUNO or implementing agencies) responsible for ensuring inputs are provided.

Column (8) lists the key inputs and budget which will be used for each output.

Column (9) identifies assumptions that have been made in the theory of change regarding the outcome achievement in question.

Example:

The Ministry of Planning has the capacity to manage the selection of project beneficiaries in an impartial manner.

- Systems for M&E of the project (portfolio): *Based on the Results Framework, briefly describe which systems are in place or need to be established for the monitoring and reporting on results. Formulate an M&E plan (template 4.1) which determines how the necessary data will be collected, the responsibilities for data analysis and reporting and the proposed approach for systematic use of M&E data for performance assessments and improvements if necessary. Determine the reporting line from fund users to RCO, Management team and PBSO/PBF country desk officer.⁶ Also, provide the amount of funds earmarked for the full cost coverage of monitoring, reporting and the final evaluation at the end of PBF funding. It is recommended to allocate at least \$50,000 to 80,000 for M&E related tasks and activities.*

The major reference for project monitoring and reporting will be the results framework of the IRF document. Taking into account the short funding period of this project, monitoring the intended results will mainly rely on existing data collection procedures that ensure evidence of results achievements at outcome level. It will be the responsibility of the PBF Secretariat to ensure to what extent monitoring and reporting procedures within the existing IRF portfolio might already cover specific information needs for this IRF, and, if not, to ensure timely collection of relevant data, in particular reality checks of timely output delivery. Administrative M&E will be conducted by UNIOGBIS according to UN rules and regulations. One of the main functions of the management team is - with support of the PBF Secretariat - the monitoring of project results.

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

- Project end reports and financial reports, prepared by the Project Manager for review by the PBF Secretariat; compliance with PBF standard reporting format will be mandatory;
- The project monitoring will mainly rely on the reviews and statements of independent electoral observers, which will hopefully provide as well lessons learned for PBF which can be applied in different contexts.
- As the total amount of this IRF is less than 1.5 million US\$, a final independent evaluation will not be mandatory. However, the achievements of this project might be evaluated at a larger scope within an IRF portfolio evaluation
- A final report will be prepared by UNIOGBIS, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the project management team.

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

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project(s), governmental or non-governmental.*
- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project(s), governmental or non-governmental.*

⁶ See M&E section in PBF Guidelines.

UNIOGBIS will be the Recipient Agency and will implement the project according to relevant rules and procedures.

- Implementing agency capacity: *Indicate the in-country capacity and comparative advantages of the Recipient UN Organization(s). If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization. If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.), indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.*

ROLSI UNIOGBIS has been conducting training for security personnel for many years, and, as such, has created internal capacity for technical assistance.

b) Project Management Arrangements and coordination:

- Project management and coordination: *Identify the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. In the absence of any other pre-existing peacebuilding mechanism, it is recommended to set up an inclusive Project Board, representing all the different stakeholders involved in the project, including the Civil Society.⁷ Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).⁸*

Given the short duration and limited scope of this project, ROLSI UNIOGBIS will be responsible for the oversight and effective implementation of the project and for the achievement of expected results.

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

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

AA Functions

On behalf of the Participating Organizations, and in accordance with the undg-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)⁹, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;

⁷ It is recommended to annex ToRs of the Project Board to the Project.

⁸ Use the table of Annex as a reference model.

⁹ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Component 5: Annexes

Annex A:

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

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

Annex B:

Mapping of UN Recipient Organizations

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

UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹⁰	Annual Budget (this year) per Recipient Organization in key sectors ¹¹	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
<i>Ex. 1)UNDP</i>	<i>(1) Strengthening of justice and Security Sector Reform</i> <i>(2)</i>	<i>1) 2010-2011: USD 2 Million (SSR)</i>	<i>1) 2012: 3,854,817.00 USD from BCPR Thematic Trust Fund)</i>		<i>2012 budget: US\$ 9.3 m Annual delivery rate: 75%</i>
<i>Ex.</i>	<i>1) Basic Education</i>	<i>1) 2010-2011: USD</i>	<i>1) 2012: US\$</i>		<i>Annual budget:</i>

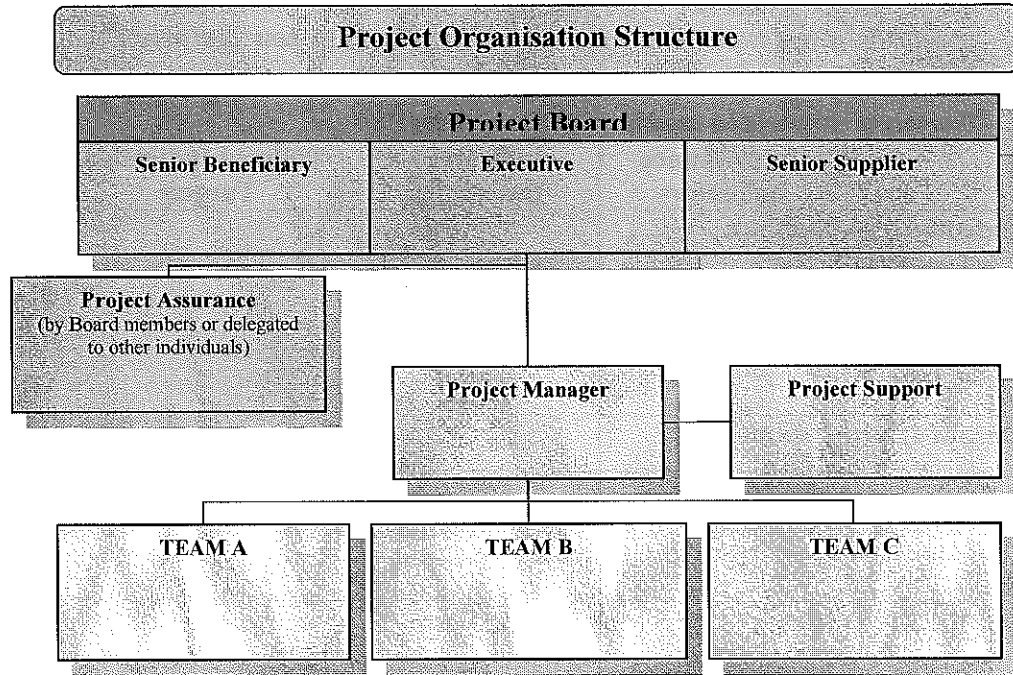
¹⁰ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹¹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

2) UNICEF	and Equality 2)	Gender	5 Million	3,228,060		US\$11,026,559 Annual delivery rate : 93%
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Annex C

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



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

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

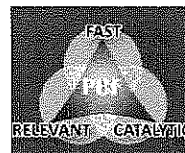
Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans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

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1¹²	Indicator			
Output 1.1	Indicator 1.1.1			
	Indicator 1.1.2			
Output 1.2	Indicator 1.2.1			
	Indicator 1.2.2			
Outcome 2	Indicator			
Output 2.1	Indicator 2.1.1			
	Indicator 2.1.2			
Output 2.2	Indicator 2.2.1			
	Indicator 2.2.2			

¹² Either country relevant or PMP specific.

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



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ Strengthening electoral security in the country, covering all regions.	
Recipient UN Organization:	UNIOGBIS	
Implementing Partner(s):	UNIOGBIS , ECOMIB, Ministry of Interior and Ministry of Defense under Joint Command Structures	
Location:	Bissau and Regions	
Approved Project Budget:	240,502.88US\$	
Duration:	Planned Start Date: March 01, 2014	Planned Completion: May 31, 2014
SC Approval Date: (Actual Dates)	NA	
Project Description:	The project will support the Joint Command of the police and military forces in two areas: (1) training on crowd control and electoral security principles, emphasizing human security; and (2) basic equipment based on a national internal security requirement assessment for electoral security.	
PBF Priority Area:	Support the implementation of peace agreements and political dialogue (Priority Area 1)	
PBF Outcome:	Restoration of constitutional order through elections conducted with a strong awareness of human security and the lead role of the police in the enforcement of law and order.	
Key Project Activities:	Output 1: 1500 security personnel successfully trained on principles of electoral security and crowd control in accordance with human rights norms and reflecting the human rights due diligence policy. Output 2: Joint Command and regional command center equipped with 100 bicycles, 25 motorcycles and 50 riot gear in order to facilitate oversight by police and communication among the structures of the JC.	

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