



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

<p><b>Project Title: Strengthening security and stability in Guinea Bissau</b></p>	<p><b>Recipient UN Organization(s): UNODC</b></p>
<p><b>Project Contact:</b> Laurentiu Mircea SOBU                  Address: UNODC, Almadies Ext, Zone 10, Lot 19, Immeuble Abbary, CP 18524, Dakar, Senegal                  Telephone: +221 338599664                  E-mail: laurentiu.sobu@unodc.org</p>	<p><b>Implementing Partner(s) – name &amp; type (Government, CSO, etc):</b>                  Government of Guinea Bissau/Ministry of Justice and Transnational Crime Unit                  UNIOGBIS</p>
<p><b>Project Number:</b>  <i>To be completed by UNDP MPTF Office</i></p>	<p><b>Project Location: Guinea Bissau</b></p>
<p><b>Project Description:</b>                  The proposed project aims to strengthening the security and stability in Guinea Bissau, through the enforcement of the national law enforcement capacities and capabilities in general and of the Transnational Crime Unit in particular</p>	<p><b>Total Project Cost: US\$ 500,000</b>  <b>Peacebuilding Fund: US\$ 500,000</b>  <b>UNDP BCPR TTF:</b>  <b>Government Input:</b>  <b>Other: Austria 679,348 \$, France 261,780 \$, Japan 972,000 \$ (for the WACI Regional project implementation, including Guinea Bissau)</b>  <b>Total: US\$ 500,000</b>  <b>Project Start Date: 15 June 2014,</b>  <b>Duration: 12 months</b></p>
<p><b>Gender Marker Score<sup>1</sup>: 1 (gender balance when training is delivered to TCU and other LEAs)</b>  <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>  <i>Score 0 for projects that do not specifically mention women.</i></p>	

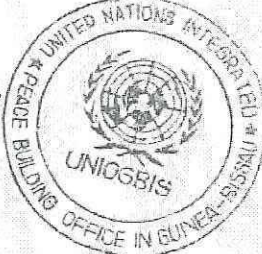





<sup>1</sup> The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.



**PROJECT DOCUMENT COVER SHEET**

*(for IRF-funded projects)*

<p><b>Recipient UN Organization(s)</b>  <b>UNIOGBIS</b></p> <p><i>José Raúl dos Morta, SRSG</i></p> <p><i>Signature</i></p> <p><i>Date &amp; Seal</i>  <i>10/6/14</i></p>  <p><b>UNODC</b></p> <p><i>Name of Representative</i></p> <p><i>Pierre Lapaque, RR</i></p> 	<p><b>Representative of National Authorities</b></p> <p>Fernando Jorge Barreto Acosta, Head TCU</p> <p><i>Signature</i></p> <p><i>Date &amp; Seal</i> <i>10-06-2014</i></p> 
<p><b>Peace Building Support Office (PBSO)</b></p> <p><i>Judy Cheng-Hopkins, ASG</i></p> <p><i>Signature</i></p> <p>Peace building Support Office, NY</p> <p><i>Date &amp; Seal</i></p>	<p><b>Resident Coordinator (RC)</b></p>  <p><i>Signature</i></p> <p><i>Date &amp; Seal</i> <i>11-06-14</i></p>





## PROJECT COMPONENTS:

### COMPONENT 1: (The “WHY”)

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

##### - Conflict drivers and critical peacebuilding needs:

Illicit drug trafficking in West Africa is a complex, growing issue that is threatening the stability and security of this fragile region and, ultimately, undermines the region's efforts to meet the Millennium Development Goals.

Guinea-Bissau's territory, like others in the West African region, acts as a transit point for drugs, particularly cocaine. The infiltration of drug trafficking networks to the West African countries including Guinea Bissau has also brought in other forms of organized crime, such as money laundering and corruption. The government under the WACI – TCU mechanism has made some efforts but still falls short of expected outcome. A post-conflict environment, fragile political and State Institutions, endemic levels of corruption and impunity coupled with under-resourced and fragmented law enforcement agencies all combined represent a high risk to security and stability of the country and have the potential to derail Guinea-Bissau's nascent steps toward recovery and development.

The increasing amount of illicit drugs trafficked through West Africa is the result of several factors: with widespread poverty, combined with nascent political and State's institutions, as central contributors to this situation<sup>3</sup>. Occupying the 176th position (out of 182) in the UN Human Development Index<sup>4</sup> in 2010, Guinea-Bissau stands out as offering exceptionally ideal conditions for the infiltration of criminal organizations. Guinea-Bissau possesses few resources that could help it develop and strengthen public institutions able to act effectively in order to deliver the much-needed community support throughout its territory.

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. 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. The elections held in May 2014 offers good premises for an immediate response and support from the International Community

The consequences of not acting now are far reaching. The ECOWAS Commission, West Africa Coast Initiative's partners, the US Government and the European Union have all voiced strong concerns about the linkages between illicit drug trafficking and other forms of conventional and organized crime, such as money laundering, corruption, terrorism and human trafficking. The links between drug trafficking and health issues (e.g. the spread of HIV/AIDS), particularly with the increasing availability of drugs and related paraphernalia for local consumption, as well as the growth of social discontent and youth

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<sup>3</sup> Expanding cocaine markets in Europe, geographic location and increased interdiction on traditional routes are all additional reasons for West Africa's growing importance as a transit place for cocaine.

<sup>4</sup> <http://hdr.undp.org/en/statistics/>

disaffection, are serious matters having the potential to destabilize the security and the stability if not addressed soon.

- Existing efforts and gaps:

The significance of the problem was clearly acknowledged by the Economic Community of West African States (ECOWAS). At an ECOWAS Ministerial Conference in Praia, Cape Verde, in October 2008, the ECOWAS Commission, UNODC and the UN Office for West Africa (UNOWA) concluded that the vulnerability of West African countries to illicit drug trafficking was largely due to insufficient counter-trafficking measures, poorly trained personnel, insufficient equipment to support effective operations, and to a limited understanding of the full extent of illicit drug trafficking. Moreover, the permeability of national institutions to corruption, the porosity of borders and structural deficiencies that prevent effective control over their territories and the enforcement of the rule of law, all combine to make West Africa attractive to international organized criminal networks

Following the signature by Guinea-Bissau of the Freetown Commitment on Combating Illicit Trafficking of Drugs and Transnational Organized Crime in West Africa on 14 February 2010, the country is part of the West Africa Coast Initiative (WACI), project run by UNODC in partnership with UN Departments of Political Affairs (DPA – UN Office for West Africa UNOWA) and of Peacekeeping Operations (UN-DPKO), and INTERPOL and meant to fight drug trafficking and organized crimes.

Following the military coup on 12 April 2012, and the subsequent internal instability in the country, UNODC major donors pulled out and froze their funding. This seriously affects fund-raising activities aimed at filling the current funding gap within the project. The elections held in May 2014 offers good premises for an immediate response and support from the International Community.

**b) Project (Portfolio) Justification**

- Project's relevance to peacebuilding:

The long time fragility of the security and political situation in Guinea Bissau demands a multi-pronged approach that can help Guinea Bissau achieve a sufficient level of social, security and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups, as well as begin addressing the serious problems of drug trafficking and organized crime.

The current security situation in Guinea Bissau can be seriously jeopardized by the development and the strengthening of the organized crimes networks in general and by the drug traffickers in particular.

The infiltration of the criminal networks in the Military, LEAs and political life, the increasing level of corruption, impunity and of the criminal rate can lead to violence, major crises, than can affect not only the security and the peacebuilding process in Guinea Bissau, but may be spread in the entire region.



Drug trafficking and organized crimes networks are representing an imminent major threat for the new elected national authorities, due to the insecurity and fraudulent large amount of money than can be placed in the political games.

This situation demands an immediate response from the International Community that can help Guinea Bissau to maintain a reasonable level of security and stability, in order to allowed building up the rule of law and a process of political transformation that can put an end to the zero-sum game of coups and counter-coups, as well as begin addressing the twin-problems of drug trafficking and organized crime. An increased level of security and stability is much need it in the post-election period, to allow the country to consolidate the governance and the International Community to support a sustainable process of peacebuilding

- Catalytic effects:<sup>5</sup>

The aim of the project is to assist the Government of Guinea-Bissau in tackling the serious threats posed by illicit drug trafficking and organized crime by facilitating coordination between law enforcement agencies, promoting intelligence-led policing, building policing capacity, providing logistical means and mentoring support. In addition, the project will optimize intelligence collection and analysis, surveillance, investigations, tactical operations and more important, will enhance international cooperation.

The project would help Guinea Bissau to prevent a serious crises to occur, jeopardizing the peacebuilding efforts and to take significant steps towards the re-establishment of constitutional order and pave the way for a more constructive social and political dynamic after the elections, allowing for a sustainable and long term pecebuilding efforts, to be made in partnership between national authorities and the International Community.

The project may produce a catalytic effects on major UNODC donors, to support the implementation of various programmes and projects in Guinea Bissau, including the WACI Regional Programme.

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<sup>5</sup> 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](http://www.unpbf.org/catalytic-programming), or *Guidance Note How to programme for catalytic effects? (Annex 5.2)*

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

### **a) Project focus and target groups**

#### **- Project focus:**

The project focus on strengthening the stability and security in the region, by enhancing the Guinea Bissau law enforcement capacities and capabilities in general and of the Transnational Crime Unit (TCU) in particular, in fighting organized crimes and drug trafficking.

**- 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’?*

The key beneficiaries are the law enforcement agencies, especially the Transnational Organized Crimes Units (TCUs), the national and regional authorities and the population of Guinea Bissau.

The key targeted groups are the organized crimes networks.

### **b) Theory of changes: linking activities to results**

#### **- Theory of changes:**

If intelligence systems can be strengthened to provide reliable and up-to-date information and analysis on organized crime and drug trafficking to national and regional authorities, including the top echelons of the security forces, then the foundations are laid for establishing effective intelligence gathering networks within Guinea Bissau that can lead to an improved understanding of criminal patterns in the region and better law enforcement.

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

### **a) Implementation approach**

**- Prioritization 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? Is 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 project shall be implemented in 2 phases.

In the first phase, the project shall target the enhancing of law enforcement capacities and capabilities in fighting organized crimes in general and drug trafficking in special, with the focus on continuing building around the TCUs capacities and capabilities, structures that have proved already to be very efficient in fighting this scourge. Intelligence gathering and establishment of a data base at the TCU facilities, using the UNODC Go Case System shall be the first step, followed by sharing of intelligence and analyses with other LEAs and providing useful information for decision making process

In the second phase, the project shall target the strengthening of cooperation and collaboration at the regional level, through exchanging of intelligence, especially with other TCUs in the region.

**- 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.<sup>6</sup>*

<sup>6</sup> It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.



The project is to be implemented by UNODC, in close partnership with UNIOGBIS and in participation with the national authorities, especially TCU officials.

On the national level, the project coordination and implementation shall be assured by the UNODC Transnational Organized Crime expert, supported by the UNODC National Project Officer .

The Transnational Organized Crime expert, supported by the National Project Officer shall work closely with UNODC regional office in Dakar, with UNODC HQ in Vienna and with UNIOGBIS ROLSI/UNPol in Bissau, to coordinate and support project implementation. He/she shall provide expertise to support Guinea-Bissau's Transnational Crime Unit (TCU), established under the West Africa Coast Initiative (WACI) in providing critical information, analysis, technical advice and training for the fight against illicit drug trafficking and transnational organized crime in the country, shall support, shall advise and mentor all the other national LEAs involved in fighting organized crimes and drug trafficking and shall participate in regional efforts to combat drug trafficking and organized crime;

The expert should coaching, mentoring and professional training to the national security agencies in order to help them better detect, interdict and investigate drug-trafficking. S/he will also deliver on-site training and mentoring, in conjunction with UNIOGBIS Security Sector Reform UN Police personnel;

The expert shall support in conducting substantive activities related to the implementation of West African Coast Initiative in the country, and support the Judicial Police in investigating and combating drug trafficking and organized crime;

UNODC HQ experts shall support also the project implementation, especially in relation to the operationalization of the Go Case System, maintenance and update of the system, plus the related necessary training to be delivered to the TCU officers.

At the regional level, the project coordination and implementation shall be assured by the WACI Programme Coordinator based in ROSEN/Dakar, especially in the area of international cooperation and international/regional support of the national effort.

#### **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.*

<b>PBF PROJECT BUDGET</b>		
<b>CATEGORIES</b>	<b>Amount UNODC</b>	<b>TOTAL</b>
1. Staff and other personnel	114,004	114,004
2. Supplies, Commodities, Materials	9,000	9,000
3. Equipment, Vehicles, and Furniture (incl. depreciation)	212,941	212,941
4. Contractual services		
5. Travel	23,893	23,893
6. Transfers and Grants to Counterparts		
7. General Operating and other Direct Costs	107,452	107,452
<b>Sub-Total Project Costs</b>	<b>467,290</b>	<b>467,290</b>
8. Indirect Support Costs*	32,710	32,710
<b>TOTAL</b>	<b>500,000</b>	<b>500,000</b>

**Budget detail:**

	<b>Item</b>	<b>Number</b>	<b>Cost</b>	<b>Total</b>
<b>1. Staff</b>	Expert (consultant)	10 months	7,300	73,000
	National Project Officer (NPO)	12 months	3,417	41,004
	<i>Sub-Total</i>			<b>114,004</b>
<b>2. Supplies...</b>	Fuel for the TCU vehicle	12	1,000	12,000
	Maintenance/registr of TCU vehicle			3,000
	Staples and other consumables			9,000
	Operating costs for TCU	12	3,000	36,000
	<i>Sub-Total</i>			<b>60,000</b>
<b>3. Equipment...</b>	Vehicle for TCU	1	30,000	30,000
	IT, software and other equipment	1	167,941	167,941
	<i>Sub-Total</i>			<b>197,941</b>
<b>4. Training; meetings</b>	Renting of venues, fees, transportation, catering	12	1,600	19,200
	<i>Sub-Total</i>			<b>19,200</b>
<b>5. Travel; DSA</b>	International air tickets	2	3,152	6,304
	Regional air tickets	2	1,152	2,304
	DSA (for nationals)	40	50	2,000
	DSA in Bissau (for internationals)	50	224.00	11,200
	DSA elsewhere in GB (for internationals)	15	139.00	2,085
	<i>Sub-Total</i>			<b>23,893</b>
6. M&E	Monitoring and evaluation			30,000



	<i>Sub-Total</i>	<b>30,000</b>
<b>Sub-Total Project costs</b>		<b>445,038</b>
<b>Cost centre 5%</b>		<b>22,252</b>
<b>Total Project costs</b>		<b>467,290</b>
<b>Indirect costs 7%</b>		<b>32,710</b>
<b>TOTAL</b>		<b>500,000</b>

*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.*

**c) Sustainability**

Sustainability of projects:

At the institutional level, the sustainability is gained by involvement of the Transnational Crime Unit officials to the maximum possible extent, in order to promote full participation and ownership. Continuing monitoring and mentoring of the LEAs by the UNIOGBIS after the completion of the project, and the continued presence of the UNODC involvement through the WACI, shall insure future sustainability.

Most of the intervention is aimed at operationalization of an intelligence data base and it is expected to have long run effect, for the national LEAs, but also for the International Community.

At the financial level, the project is tailored to allow the TCU to sustain the small running costs beyond the duration of the project.

**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

<b>Risk</b>	<b>Likelihood (high, medium low)</b>	<b>Severity of impact on project (high, medium, low)</b>	<b>Mitigating Strategy</b>
Continuing political instability and tensions	medium	high	Good offices of the UNIOGBIS SRSG, including through the High Level Commission
Strengthening of the criminal networks and increasing drug trafficking in the region	high	medium	Increased involvement of the International Community in the implementation of the ECOWAS Regional Action Plan on fighting organized crimes and drug trafficking and in implementing WACI

			programme
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**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. **UNODC Project: Strengthening security and stability in Guinea Bissau**

<p><i>Project justification:</i> The extreme fragility of the current security and political situation in Guinea Bissau demands a multi-pronged approach that can help Guinea Bissau achieve a sufficient level of social, security and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups, as well as begin addressing the serious problems of drug trafficking and organized crime.</p> <p><i>Purpose of PBF support (type of expected change):</i> Strengthening the capacity of TCU and related law enforcement agencies to fight drug-trafficking and organized crimes, contributing to national and regional stability and security during the lead-up to and immediate aftermath of the elections and the establishment of an elected government (restoration of constitutional order).</p> <p><i>Theory of change statement:</i> If intelligence systems can be strengthened to provide reliable and up-to-date information and analysis on organized crime and drug trafficking to national and regional authorities, including the top echelons of the security forces, then the foundation .</p>								
(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: National and potentially regional security is increased during a volatile political transition through effective intelligence gathering on drug-trafficking and organized crime by the TCU in collaboration with related law-enforcement agencies	(1) User frequency of intelligence data base (overall and disaggregated per: TCU, law enforcement agencies at national level and use for regional info sharing)	Indicator (1): Baseline: No info system in place providing basic intelligence on the status of drug trafficking and crime organization  Target 2014: Positive trend for each user group in the	Output 1.1: Intelligence data base established  Activity 1.1.1: Training of TCU officers and other LEAs in data-base oriented criminal intelligence gathering and analysis Activity 1.1.2: Technically set up database  Activity 1.1.3: Delivery	(1) Number of TCU and other LEAs personnel successfully trained in database use  (2) Database (Go case system) technically operational  (3) Number of TCU and	Baseline: None Target: All TCU personnel and 10 other LEAs  Baseline No database available Target Database updated at least every 6 months  Baseline: none	UNODC	1 international consultant [10 months salary* 7,300 USD/month= 73,000 USD]  1 national project officer/ [12 months salary* 3,417 USD/month= 41,004 USD]  IT, software and other equipment for the data base	-Resources and expertise available in a timely manner -Staff to be trained is available and apply new learning elements in daily work -Equipment is used in line with intended purpose

		active use of intelligence database	of a computer training for the TCUs and other LEAs	other LEAs personnel successfully computers trained	Target: All TCU personell and other 20 LEAs		(Go Case system) [100,000 USD]
	(2) Perception of TCU and related law enforcement agencies as having easy access to intelligence that is key to increase	Indicator (2): Baseline: N/A Target 2014: Positive feedback from major user groups on the quality and relevance of intelligence for more effective decision-making	Activity 1.1.4: Develop SOPs on intelligence gathering and informant handling	(4) SOPs approved and implemented	Baseline: No SOPs Target: SOP on intell gathering and informants handling by 31 Dec 2014		Renting of venues, catering and transportation [19,200 USD] Staples and consumables [9,000 USD]
	a) operational effectiveness b) effectiveness of strategic decision making c) addressing immediate threats to security and stability	(feedback disaggregated per a), b) and c)).	<u>Output 1.2:</u> Inter-agency national and regional cooperation on drug trafficking and organized crime enhanced through database				Operating costs for TCU [12 months*3,000/month=36,000 USD]
			Activity 1.2.1: Establish and develop information exchange systems between the TCU and other national LEAs	(1) Number of intell exchanges between TCU and other LEAs	Baseline: None Target: At least 2/month		1 Toyota SUV [30,000 USD] Fuel [12 months*1,000 USD/month= 12,000 USD] Maintenance and registration [3,000 USD]
			Activity 1.2.2: Develop protocols for bilateral regional cooperation	(2) Number of protocols signed	Baseline: None Target: 3		Surveillance equipment and drug identification kits [80,000 USD]
			Activity 1.2.3: Initiate exchanges with other TCUs in the region	(3) Number of intell exchanged by TCU on regional level	Baseline: None Target: At least 3 per year		
			Activity 1.2.4.: Joint	(4) Number of joint	Baseline: None		

			operations conducted by the TCU and other LEAs, based on the intell gathered and analyzes	operations conducted	Target: At least 6 operations per year			
			Activity 1.2.5: On job training and mentoring on intelligence-led policing	(5) Number of TCU mentored on intelligence-led policing	Baseline:0 Target: All TCU personnel			

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.<sup>7</sup> 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.

The major reference for the project monitoring and reporting on results achievements will be the results framework of the IRF document. The international consultant (UNODC) will be responsible for the day to day project management as well as M&E related tasks. This consultant will be responsible for the quality and substance of reporting (half year and annual reporting) in full compliance with PBF application guidelines (April 2014).

A mid-term review will be organized at the end of the first phase of the project before proceeding to phase I. A final independent evaluation will be carried at the end of the project. Both reviews will be carried out under the oversight of the M&E unit/ PBF, New York.

#### **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.

##### **United Nations Office on Drugs and Crime (UNODC)**

- 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.

##### **United Nations Office on Drugs and Crime (UNODC)**

As custodian of the UN Drug Conventions, the Convention against Transnational Organized Crime (UNTOC) and related Protocols, and the United Nations Convention against Corruption (UNCAC), UNODC possesses unique expertise in ensuring a coherent and comprehensive approach to preventing and combating organized crime, corruption and drug trafficking. UNODC also has a clear mandate on technical assistance in the areas of corruption and crime prevention. The Office has substantial experience in designing and managing counternarcotics and related anti-corruption projects, including programmes of technical assistance to law enforcement officers engaged in combating drug trafficking. UNODC programmes have focused on: strengthening institutional and operational capacity of law enforcement and judicial bodies in relation to investigation, prosecution and adjudication of serious crimes; strengthening institutional integrity; providing modern training techniques, such as computer-based training; assisting in legislative drafting; and improving information exchange between law enforcement agencies and border-control.

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<sup>7</sup> See M&E section in PBF Guidelines.



In addition to this, at the request of the ECOWAS Commission, UNODC supported the development of a regional strategy to combat illicit drug trafficking and organized crime in West Africa. Following a Ministerial Conference on “*Drug trafficking as a security threat to West Africa*” held in Praia, Cape Verde, on 28 and 29 October 2008, a Political Declaration and a Regional Action Plan were approved by the 35<sup>th</sup> Ordinary Summit of ECOWAS Heads of State and Government on 19 December 2008. UNODC was officially requested by the Political Declaration “*to strengthen [its] financial and technical assistance programme and cooperation with ECOWAS Commission and ECOWAS Member States within the framework of the implementation of the ECOWAS Regional Action Plan*”.

#### **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.<sup>8</sup> Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).<sup>9</sup>*

The project daily management and coordination shall be ensured by the UNODC consultant, supported by the National Project officer.

The project implementation shall also be oversight by the UNODC WACI Programme Coordinator, located in Dakar, Senegal and by the UNIOGBIS Chief SSR, located in Bissau.

#### **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)<sup>10</sup>, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;

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<sup>8</sup> It is recommended to annex ToRs of the Project Board to the Project.

<sup>9</sup> Use the table of Annex as a reference model.

<sup>10</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

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

<b>Peacebuilding Strategic Outcome Area</b>	<b>Key Institution</b>	<b>Key Projects/Activities</b>	<b>Duration of projects/activities</b>	<b>Budget in \$</b>	<b>Estimated gap in \$</b>
<i>Security Sector Reform, Defense Sector Reform and Combating Drug Trafficking</i>	<i>UNODC</i>	<i>WACI Programme</i>	<i>32 months: from May 2013 to December 2015</i>	<i>60 Million</i>	<i>54,8 Mills</i>
	<i>The Gov of Brazil,</i>	<i>Brazil: Police and military academies</i>	<i>2 years : from march 2009 to February 2011</i>	<i>2 Million</i>	<i>300,000</i>
	<i>UNIOGBIS + UNDP</i>	<i>UNIOGBIS: Technical assistance to police reform and reform of the armed forces; UNDP: Support to SSR National Steering Committee</i>	<i>1 year: from September 2010 to august 2011</i>	<i>4 Million</i>	<i>1 million</i>
	<i>EU</i>	<i>EU : Rehabilitation of justice infrastructure (courts, BAR Association)</i>	<i>3 years</i>	<i>10 Million</i>	<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 <sup>11</sup>	Annual Budget (this year) per Recipient Organization in key sectors <sup>12</sup>	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNODC	-Fighting against organized crimes -Fighting against Drug trafficking -Crime prevention and criminal justice -Terrorism prevention Fighting against corruption	576.7 Million	274.2 Million for drug programme		

<sup>11</sup> 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

<sup>12</sup> 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



**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).*

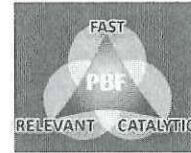
*Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans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

**This target table will be used for MPTFO reporting**

	<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Targets actually achieved</b>
<b>Outcome :</b> National and potentially regional security is increased during a volatile political transition through effective intelligence gathering on drug-trafficking and organized crime by the TCU in collaboration with related law-enforcement agencies	(1) User frequency of intelligence data base (overall and disaggregated per: TCU, law enforcement agencies at national level and use for regional info sharing)	Baseline: No info system in place providing basic intelligence on the status of drug trafficking and crime organization	Target 2014: Positive trend for each user group in the active use of intelligence database	
	(2) Perception of TCU and related law enforcement agencies as having easy access to intelligence that is key to increase a) operational effectiveness b) effectiveness of strategic decision making c) addressing immediate threats to security and stability	Baseline: N/A	Target 2014 Positive feedback from major user groups on the quality and relevance of intelligence for more effective decision-making (feedback disaggregated per a, b and c).	
<b>(3)Output 1.1:</b> Intelligence data base established	(1) Number of TCU and other LEAs personnel successfully trained in database use	Baseline: None	Target: All TCU personnel and 20 other LEAs	
	(2) Database (Go case system) technically operational	Baseline: None	Target: Database updated at least each 6 months	
	(3) Number of TCU and other LEAs personnel trained in computers	Baseline: None	Target: All TCUs plus other 20 LEAs	
	(3) SOPs approved and implemented	Baseline: None	Target: SOP on intelligence gathering and informants handling available by 31	

			Dec 2014	
<u>Output 1.2:</u> Inter-agency national and regional cooperation on drug trafficking and organized crime enhanced through database	(1) Number of intelligence exchanges between TCU and other LEAs	Baseline: None	Target: At least 2 per month	
	(2) Number of protocols signed	Baseline: None	Target: 3	
	(3) Number of intelligence exchanged by TCU on regional level	Baseline: None	Target: At least 3 per year	
	(4) Number of joint operations conducted by TCU and other LEAs	Baseline: None	Target: At least 6 per year	
	(5) Number of TCU mentored on intelligence-led policing	Baseline: None	Target: All TCU personnel	

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



**PEACEBUILDING FUND  
PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/ Strengthening security and stability in Guinea Bissau	
<b>Recipient UN Organization:</b>	UNODC	
<b>Implementing Partner(s):</b>	Government of Guinea Bissau/Minister of Justice/ Law Enforcement Agencies/TCU; UNIOGBIS	
<b>Location:</b>	Ginea Bissau	
<b>Approved Project Budget:</b>	500,000US \$	
<b>Duration:</b>	<b>Planned Start Date:</b> 15 June 2014	<b>Planned Completion:</b> 14 June 2015
<b>SC Approval Date: (Actual Dates)</b>		
<b>Project Description:</b>	The proposed project aims to strengthening the security and stability in Guinea Bissau, through the enforcement of the national law enforcement capacities and capabilities in general and of the Transnational Crime Unit in particular	
<b>PBF Priority Area:</b>	Security and stability in GB.	
<b>PBF Outcome:</b>	National and potentially regional security is increased during a volatile political transition through effective intelligence gathering on drug-trafficking and organized crime by the TCU in collaboration with related law-enforcement agencies	
<b>Key Project Activities:</b>	<p>Activity 1.1.1: Training of TCU officers and other LEAs in data-base oriented criminal intelligence gathering and analysis</p> <p>Activity 1.1.2: Technically set up database (UNODC Go Case System)</p> <p>Activity 1.1.3: Computer training for TCU and other LEAs personnel</p> <p>Activity 1.1.4: Develop SOPs on intelligence gathering and informant handling</p> <p>Activity 1.2.1: Establish and develop information exchange systems between the TCU and other national LEAs</p> <p>Activity 1.2.2: Develop protocols for bilateral regional cooperation</p> <p>Activity 1.2.3: Initiate exchanges with other TCUs in the region</p> <p>Activity 1.2.4: Joint operations conducted by TCU and other LEAs, based on intelligence gathering and intelligence analyzes</p> <p>Activity 1.2.5: On-job training and mentoring of TCUs in intelligence-led policing</p>	



