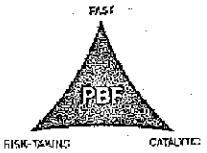
IRF – PROJECT DOCUMENT **TEMPLATE 2.1**



United Nations Peacebuilding Support Office

(PBSO)/ Peacebuilding Fund (PBF)

IRF PROJECT DOCUMENT

Project Title: Boosting the media sector for greater Peace and Stability in Guinea-Bissau	**Recipient UN Organization(s):** UNDP
Project Contact: **UNDP** Gabriel Dava Address: Rua Rui Djassi, Bissau Telephone: E-mail: **UNIOGBIS** Julia Alhinho, Public Information Section Address: Bairro da Penha, Bissau Telephone: +245 3136045 E-mail: alhinho@un.org	**Implementing Partner(s) – name & type (Government, CSO, etc):** UNIOGBIS Journalists associations and media networks: Ordem de Jornalistas; Union of journalists; Women Journalists Network; Community Radio Network **Project Location:** Guinea-Bissau
Project Description: This project will contribute to institutional stabilization of the media sector in Guinea-Bissau by helping create better conditions for journalists to perform their role in a democratic society in a more professional and responsible manner.	**Total Project Cost:** US$ 801,877 ***Approved Peacebuilding Fund budget:** Fully allocated first tranche: $ 561,314 Conditional second tranche: $ 240,563 **Government contribution:** **Other:** *The overall approved PBF budget and release of the second tranche are subject to the PBSO's evaluation and decisional process, and subject to the availability of funds in the PBF account.

	Proposed Project Start Date: January 2018 **Proposed Project End Date: June 2019** **Total duration (in months)[1]: 18 months**
Gender Marker Score[2]: _2__ At least 33% of the budget is focused on women's empowerment.	
Project Outcomes: Outcome 1: An improved and universally applied legal framework regulating the media sector and the journalistic profession contributes to enhanced professionalism and accountability as well as a decrease of tensions between media professionals and state actors Outcome 2: Journalists, media professionals, outlets and associations organize more effectively and exercise greater professional and economic autonomy due to improved governance of the media sector. Outcome 3: Established and young media professionals produce quality, impartial and conflict-sensitive content	
PBF Focus Areas[3] 2: (2.2) Democratic Governance;	

[1] The maximum duration of an IRF project is 18 months.

[2] PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

[3] PBF Focus Areas are:

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; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

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

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

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

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

(for IRF-funded projects)	
Recipient UN Organization(s)[4] *David MacLachlan-Karr, Resident Representative* *Signature* *UNDP* *Date & Seal* 13/12/17	**Representative of National Authorities** Justice Ladislau Embassa, Chairman of the Nacional Council for Social Communication (Presidente do Conselho Nacional de Comunicação Social) *Signature* *Date & Seal* 13.12.2017
Peacebuilding Support Office (PBSO) *Oscar Fernandez-Taranco, Assistant Secretary-General* *Signature* 15/12/2017 Peacebuilding Support Office, NY *Date& Seal*	**Special Envoy of the Secretariat General** *Modibo Toure, Special Representative of the Secretary General* *Signature* *O-SRSG* *Date & Seal* 12/12/2017

[4] Please include signature block for each RUNO receiving funds under this IRF.

I. Peacebuilding Context and Rationale for PBF support

a) Peacebuilding context:

Guinea-Bissau lived a brief period hope following the return to constitutional order in 2014, the formation of an inclusive government and the successful organization of a roundtable of donors in March 2015 in Brussels. Nonetheless, the Secretary-General's assessment of the situation presented to the Security Council in the same year still stands. As he stated then, "the potential for relapse into instability and unconstitutionality will remain high as long as the root causes remain unaddressed."

Since its independence in 1974, the country has never seen a Government complete its term in office. Coups d'état took place in 1980, 1998-1999, 2003 and 2012, attempted coups took place in 1985 and 1993, and alleged attempts took place in 2009, 2011 and 2012. The political instability in the country has been accompanied by repeated gross violations of human rights, including politically motivated assassinations, abductions, cases of torture, arbitrary arrests, detentions of political opponents and civil society representatives, and restrictions on the freedom of expression and assembly.

The root causes of instability in the country lie in a complex interrelation of four main factors: (a) political-military dynamics; (b) ineffective State institutions and the absence of rule of law; (c) poverty and lack of access to basic services (particularly for women and youth); and (d) impunity and human rights violations.

Since the dismissal of the PAIGC led Government in August 2015, the country has been living in a situation of simmering instability. The non-interference of the military during period, most likely as a result of the sanctions deterrent effect, has been one of the few positive developments. Four governments have been appointed the parliament is blocked, the justice system has been instrumentalized by political leaders; the rights to freedom of assembly and of expression have been restricted; civil society and the media have been dragged into the crisis mostly due to rampant corruption and poverty; private sector has a adjusted to a conflict driven economy and has developed a promiscuous relationship with the political elite.

This vicious circle could be broken if citizens become better informed and more aware of their rights and consequently more participative. While the media could play a crucial role in this change, it has become part of the problem since it has been hijacked by the political-economical elite both in the public and private sector. Lack of economic sustainability and low management capacity in the sector, as well as feelings of insecurity and impunity, prevents journalists from investigation and reporting impartially on important issues. In pre-electoral periods the media sector becomes a battle ground between government, politicians and their powerful supporters. International partners have tried to counter the trend through short term support initiatives which have not fostered long term resilience, and operated the expected change.

In October 2016 UNIOGBIS organized a Media Forum, in consultation with journalists associations and Ministry of Social communication which conducted a diagnostics of the media sector. The conclusions of this forum inform the above analysis and the design of this project.

Based on the conclusions of the Forum, this project will contribute to institutional stabilization of the media sector in Guinea-Bissau by helping create better conditions for journalists to perform their role in a democratic society in a more professional and responsible manner. The project can bolster the impact of other initiatives which focus on building journalists capacity.

b) **Mapping of existing peacebuilding activities and gaps:**

Table 1 – Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/ development partner)	Key Projects/ Activities	Duration of projects/activities	Budget in $	Description of major gaps in the Outcome Area, programmatic or financial
Journalists increased capacity	*1) European Union*	*1)Training of journalists*	*1) ongoing*	*200,000*	*Insufficient retention of trained journalist by media companies*
Outcome 4: Increased participation of women and youth in political process and increased access to economic opportunities	*PBF*	Promote Access to Protection and Civic Participation through Civil Registration UNICEF/ UNFPA	*2016-2018*	*1Million USD*	*There is no overlap or complementarity with the birth Registration project.*
Outcome 2: Independent and impartial justice system increases citizens' confidence in the State commitment to the Rule of Law	*PBF*	Improve the delivery of justice services to strengthen the Rule of Law.	*On-going with a No-Cost Extention until Nov. 2018*	*687,850 USD*	*There is no overlap or complementarity with the*
Under GPI III + Outcome 4 of the PPP 2015 – 2017) Increased participation of women and youth in political process and increased access to economic opportunities	*Voz de PazPBF*	Identify cultural barriers to women's empowerment and access to decision-making and develop advocacy strategies to break down those barriers and lobby for inclusion (Interpeace/ Voz di Paz)	*18 Months from March 31, 2017*	*USD 534,184.*	*The VdP communication component is focused on the Barriers to womens participation in decision-making, specifically, this will likely focus on other issues. However, if with small grant scheme, someone produces a media product on women, the project will seek to coordinate.*

c) Rationale for this IRF:

The important role of the media sector in the promotion of peace and democratic governance is well known. Past interventions by various international partners have focused mostly on capacity building of journalists and support to journalists' associations, such as creation of media houses. PBF past interventions in 2009 and 2014 intended to inject equipment and resources in the media sector to ensure a fair coverage of the electoral processes. But the lack of management capacity in the media companies over the use and distribution of such equipment jeopardized the sustainability of that contribution. This project addresses that problem by setting up a governance mechanism.

Furthermore, while past interventions in the media sector have contributed to transparent electoral exercises, those interventions have not addressed the structural deficiencies of the media sector: inefficient management/governance of media companies, unclear legal framework, weak journalists' associations and lack of state investment in public service.

Since the inception of the current crisis in August 2015 there has been a visible trend to restrict the rights to freedom of expression and assembly. The current Government has issued a ban on demonstrations – a ban which is being challenged in the courts by civil society and some political parties – and has tightened its grip on the media, in particular public media, for which management has been changed four times under constant accusations of censorship by the staff.

Government meddling and self-censorship (noted in the May 2017 Reporters without Borders report) has been attributed to the history of authoritarian tendencies in the country, as well as increased pressure on, and perceived risks of, repression of journalists since the beginning of the crisis. Ultimately, clear indications of restrictions to exercise the right to freedom of expression persist, including: censorship of the public press (TGB, National Radio and *No Pintcha* newspaper); threats and intimidation to private media outlets, as well as softer pressure points including; attempts by authorities to impose politically motivated editorial lines and pressure to report positively about the country.

As the election process begins, pressure on the media will increase in parallel with political instrumentalization of its operators, which takes advantage of the economic weakness and management deficiencies of media companies, as well as the precarious working conditions for journalists.

In contrast to piece-meal capacity-building of interventions of years past, attention to bolstering and reinforcing key structural issues in the media sector, as well as attending to foundational deficiencies is, today, identified as a peacebuilding imperative for this critical, albeit weakened sector.

A timely, strategic, and integrated intervention in the media sector can ensure that professionals and institutions are better prepared and equipped to make sectoral advances, promote accountability of public figures, and defend against attacks and dynamics of instrumentalization that further destabilize and erode the central role that journalism plays in democratic systems. This project thus reinforces individual and institutional capacities in ways that are strongly associated with efforts to promote and help sustain political institutional stability not simply for journalism, but have reach into multiple sectors.

The current leadership of journalist associations and journalists in general have become increasingly aware of the need to address structural deficiencies. These actors are, now more than ever, receptive to and poised for a peacebuilding intervention that will leverage the previously developed capacity of journalism/media actors in order to enable mechanisms of accountability in conjunction with the state, while adding a strategic management component for the sector itself, as a means for

developing and strengthening media institutions, while strengthening of the sector's professional and independent relationship with government and political actors more broadly.

This IRF takes advantage of a turning point, permitting timely leverage during this pre-election period, while also looking well beyond it, through combining a set of strategic actions in one holistic intervention that is set to make a positive impact in the short, medium and long term horizon. PBF's contribution to the media sector, in tandem with other interventions supported by the fund, including national dialogue and youth & women empowerment, will catalyze a multiplier effect of all peacebuilding efforts through the institution of the media, beyond the scope of this IRF. Without PBF support, interventions in the media sector would continue to piece-meal.

II. Objectives of PBF support and proposed implementation

a) Project outcomes, theory of change, activities, targets and sequencing:

PBF strategic support to the media sector in Guinea-Bissau will result in creating reinforced accountability amongst media professionals, the state, and the public. The initiative enables a series of codes and guidelines for journalists to more accurately and independently perform their central role in the democratic processes – reducing threats, inflammatory rhetoric and possible targeting as the focus of conflict. Furthermore, it will support the conditions – material and legal - through which they will be able to report more impartially, and operate in a more professionalized and independent manner, engaging political leaders in a responsible way, advocating for both public accountability, and for the needs and growth of the media sector itself. This will, in turn, contribute to the stability of the media sector and enable journalists to play a more active role in monitoring governance, reporting on issues that foster enhanced political accountability of public institutions and actors, promoting stability through more accountable and conflict-sensitive reporting.

Project Outcomes, Outputs and Activities:

Outcome 1: An improved and universally applied legal framework regulating the media sector and the journalistic profession contributes to enhanced professionalism and accountability as well as a decrease of tensions between media professionals and state actors.

This outcome will help strengthen the legal framework which regulates the media sector and the journalistic profession and enable professional in the field, managers and those who interact frequently with the media better access to the "rules of the game." Because the effort will be undertaken in a collaborative manner with key government actors, it has a higher chance of engendering greater respect for and compliance with media sector rules by all, ensuring the sector is subject to less vulnerability and political manipulation. Among the target groups for sensitization in this process are Bissau-Guinean political parties and the Parliamentary Committee on fundamental rights and freedoms, both of which are key actors to approach in terms of ensuring better compliance during the election period.
The project aims for the approval of the Statutes of the Commission for Journalist Licensing, the revision of the Statutes of the National Council of Social Communication as well as the revision of the Code of Conduct for the relationship of Political parties, Government and private sector with media.

The absence of journalists' permits/cards and regulations concerning their withdrawal has had adverse effects both for professionals and for the public, as the lack thereof has allowed for journalists to rotate between professional media and Public Relations positions for politicians. This had undermined the credibility of the media and led to growing public mistrust.

National Council of Social Communication is an independent body which monitors the overall media sector to ensure that it respects the laws and the Constitution, as well as addresses grievances from the public. However, its current statutes do not grant the Council any powers to forward any cases to the Office of the Prosecutor-General, such as in cases where there is suspicion of the commission of a crime, for example, involving hate speech. Revising the statues of the Council and harmonizing them with the media body of laws will boost compliance with the ethics code and laws, consequently contributing to the credibility of the sector by enabling a protected channel through which press professionals can make critical contributions to upholding the rule of law.

The economic fragility of the media sector and journalists' precarious working conditions makes them vulnerable to economic and political pressure. In addition, the overall low educational level of Guinea-Bissau and lack of media literacy leads to inappropriate relationships between powerful elite and journalists. A code of conduct to guide the relationship with the media for Government, politicians, private sector and other relevant stakeholders will bring transparency and credibility to the sector, thus enhancing its positive role in society. In addition to preventing corruption the code of conduct will stipulate sanctions for cases of inappropriate sexual conduct.

Output 1.1: -Technical input to draft regulation is provided.

Activities:

- A consultant will be recruited to draft the Statutes of the Commission for Journalist Licensing in consultation with journalist's representatives. The new draft code will include provisions for gender equality for access to the profession and to positions of leadership within media outlets.
- A consultant will be recruited to review the Statutes of the National Council of Social Communication in consultation with members of the Council and the parliamentary commission on Human Rights and fundamental freedoms. The draft revision will include provisions to ensure respect for gender equality and prevent discrimination.
- A forum of journalists, in consultation with members of political parties, government, private sector and international partners, will discuss and jointly draft a code of conduct. This forum will be assisted by a consultant to provide additional technical expertise. This activity is scheduled t take play ahead of the elections.

Output 1.2: A lobbying strategy to advocate for the adoption of this new regulatory framework is implemented.

Activities:

A consultant in advocacy will be recruited to train the members of journalists associations and develop a strategy which will include meetings, outreach to key audiences, public information campaign.

Output 1.3: Key stakeholders are sensitized on the regulatory framework.

Once approved, this body of revised regulations will be published and widely disseminated to ensure adherence to them. Journalists will be sensitized on the new regulations and encouraged to comply with them (see outputs 3.1 and 3.5).

Activities: Once the new body of regulations is approved, Journalists' associations will lead a strong lobbying and public information campaign, including through media and outreach targeting key groups: journalists, politicians, MPs, members of the private sector.

Outcome 2: Journalists, media professionals, outlets and associations organize more effectively and exercise greater professional and economic autonomy due to improved governance of the media sector.

This outcome focuses on strengthening the internal governance and fostering greater economic sustainability of the key journalists' and media professionals' associations, and enables the formation of a new independent coalition. Efforts will focus on working with media managers to create their own association; support the organization of the journalist's congress to elect their union representatives; support the national meeting of the 38 community radio stations, and enable greater dialogue with political and government actors. With stronger associations and coalitions, media professionals will be in a better position to lobby decision makers such as parliamentarians to adopt a new financing scheme for the media sector and respect for a code of conduct for the relationship of politicians and political parties with the media (see Output 1.4).

Output 2.1: Media owners and managers' come together in a forum to discuss the terms and goals of a new association

This output envisions the establishment of a media managers' association to foster cooperation among media companies and boost synergies to help reduce operational costs, find solutions to other common problems and create opportunities to build their managerial capacity.

Activities: Organization of a national meeting of all media owners and managers to discuss the benefits of cooperating through an association which will aim at strengthening their capacity and look for synergies among all media outlets to reinforce the sector's sustainability. A consultant will assist the group and bolster their capacity during the event.

Output 2.2: Union of journalists and community radios network elect representatives and improves upon self-sustainability

Envisioned here is support for the organization of the journalist's congress and to the community radios national meeting to elect their representatives, improving internal governance systems and raising awareness on ethical and regulatory issues, including gender equality in access to profession and representation bodies.

Activities: Support to the organization of the Journalist's congress, national meeting of community radios, women journalists network and youth journalists network.

Output 2.3: Independent Media Consortium (IMC) established and able to function

The project will enable the various associations of journalists, the NGO AD and Community Radio broadcasters (which includes 38 radios spread out through the country) to form a coalition called the Independent Media Consortium (IMC). This coalition will not only be a powerful advocacy arm of the media sector but will also set up a structure to support media outlets and journalists. To make the Consortium economically sustainable, the Consortium will manage and rent out media equipment such as a professional offset printer, internet space for online journalism and a mobile radio stations (suitcase radio stations). This approach will ensure that donated equipment is kept in good order and will provide the IMC a regular source of income to finance advocacy efforts.

Activities: A working group gathering the above mentioned journalists and broadcasters associations and NGO Ad (which have worked in the design of this project) will be formed to agree on setting up the Media consortium – its structure, functioning and legal personality. The working group will have a secretariat which will include the UN and/or PBF project manager.

Output 2.4: Lobby effort for state budget allocation of funding for public service designed and implemented

This would support an effort by the professional associations of the IMC will develop and execute an advocacy plan with government, parliament and political actors for a subvention in the state budget to pay for public service provided by the national TV and Radio station and 30 community radio stations, by establishing a tax on the electricity (or any other suitable model).

Activities: The Media Consortium will design an advocacy strategy, supported by a legal expert, to lobby MPs, in particular the parliamentary commission on Human Rights and Fundamental freedoms, and to come up with a new draft law on a financial scheme to support media public service to be approved in parliament and included in the state budget.

Output 2.5: Community radios equipped with solar panels

The economic fragility of community radios is closely related to their energy bill which consumes close to 80 percent of their operation budget[5]. Enabling Community Radio stations to switch from using generator to solar energy, they would not only reduce their carbon footprint but they would reduce cost related to energy consumption by 90%, thus allowing for payment of salaries to their journalists. This technology solution would enable more funds for reporting and expand broadcast hours, thus potentially opening up access to radio to marginalized groups such as women and youth. This project will support the conversion of the 5 best functioning community radios privileging those in the most remote areas. This is particularly crucial during elections as it will reduce potential for manipulation and economic pressure over the radios, ensuring impartial coverage.

Activities: Acquisition and installation of solar panels, batteries (with a life span of 5 years) and necessary electrical equipment for conversion as well as capacity building of technicians for 10 community radios in all regions.

Output 2.6: Bafata Women's Radio supported to ensure women's participation in public life

This output entails support to the recently created Bafata Women's Radio (RMB), with the support of a Spanish journalist association. This is the first radio build by women, for women and to make their voices heard in the public debate. Set up in one of the most disputed electoral regions, the radio can serve as a strategic conflict deterrent instrument. Furthermore, its educational programs can be sold and disseminated to other radios in the country.

Activities: Recruitment of trainers an mentors for the women operating the Bafata Women Radio – journalists and managers - to ensure its functioning in the initial period

Outcome 3: Established and young media professionals produce quality, impartial and conflict-sensitive content.

This outcome focuses on providing a capacity-building opportunity for journalists and young aspirants to the profession, and in particular, young women. It will enable the development and delivery of training curricula with a strong emphasis on ethics and conflict-sensitive reporting and multimedia production skills training through one of the oldest professional schools in the country. The school, run by NGO Action for Development (AD) will benefit from equipment for their multimedia centre and support to develop a year-long journalism course divided in three modules (which can also be taken together in sequence, or separately over time, allowing for flexibility). Trained students will have the opportunity to apply what they learned through investigative journalism efforts that promote peace and showcase active citizen engagement in the political, social

[5] Results of the survey conducted during the media forum organized in October 2016, (UNIOGBIS/PIU)

and cultural life of the country, as well as through a mechanism established by which groups compete to produce innovative media products.

Output 3.1: Journalists and aspirants to the profession are trained on ethics and conflict-sensitive reporting as well as multi-media production skills

For this effort, a professional journalist skilled in ethics peace journalism and conflict-sensitive reporting will be recruited to develop a curriculum for the Journalism course to be established at the AD professional school in collaboration with the journalists' and media networks which form the consortium (see output 2.3). The curriculum will include gender sensitive reporting. The course fees, similar to the existing school fees, to be paid by students will ensure long term sustainability of the course.

Activities: A consultant will assist the Media Consortium to develop the curriculum, recruit the teachers to establish the journalists' professional training course within the existing AD professional school.

Output 3.2: AD Multimedia Centre equipped

This output will ensure that journalists in the AD training school will have access to quality training opportunities with functioning and modern production equipment with which to produce quality multi-media and online communication products that will be broadcast on local radio and TV stations as well as posted on online platforms.

Activities: Acquisition of essential equipment for consistent training: computers, video and photo cameras, audio recorders and professional multimedia production software.

Output 3.3: Educational TV and radio series produced through small grants program

By launching a competition for the production of audiovisual products and investigative journalism projects the project will give a positive incentive for the promotion of citizenship and peace while boosting local capacity of journalists in conflict-sensitive reporting. This will be particularly timely to coincide with elections and will synergize with other PBF funded peacebuilding initiatives.

Activities: The UN will launch a public competition - small grants programme-, in the context of this project for the production of audiovisual products aiming at promotion of citizenship and peace. One of the selection criteria will be the percentage of women included in the production teams.

Output 3.4: TV and radio program focused on civic education and peace produced and broadcasted at national level

This output will fund the development and production of 64 episodes of fictional radio and TV soap opera series, which will promote peace and civic education topics. It will be aligned to be compatible with the 64 units of political and functional literacy that is envisioned in another PBF project for strengthening Youth and Women's Engagement in the political life of the country.

Activities: Launch of public competition among national producers to produce a TV and radio program focused on civic education and peace

Output 3.5: Establishment of a National Prize for ethical journalism promoting peace

This output will partially fund the first edition of the prize and support the journalists' networks to organize fundraising activities to ensure continuity of the Prize.

Activities: Transfer of funds to the journalist associations to attribute journalism prize. Criteria to be developed jointly with the UN.

Theory of Change:

If the legal framework and statutes which regulate the media sector and the profession of journalism are improved,, published on the Official Boletin, disseminated and implemented, media will be less vulnerable to political manipulation and the information it produces will be seen as more credible in the eyes of the public. If a new code of conduct for journalists and for politicians and political party engagement with the media were developed and disseminated, this would help prevent and reduce instrumentalization of media actors, enabling more credible reporting. This is particularly important in the face of the upcoming election cycle.

If key journalists and media professionals' associations are strengthened and their internal governance structures are fortified, these actors and groups would be better able to build stronger coalitions to exert greater influence and advocacy for solutions that will enhance the economic sustainability and political independence of the media sector. Specifically, if the organization of the journalist's congress and the community radio national meeting are supported, and media managers are able to create their own association, they will be able to to address their common problems, in particular those related to economic sustainability. They will be able to share costs for building capacity of media managers, set up a purchase center to reduce their operational costs, and advocate with decision makers in government and parliament for the needs of the sector – in particular for it autonomy – both politically and economically.

If a coalition of media associations has the initial influx of equipment that they can then rent, they will have a sustainable means of generating income to support advocacy efforts and maintain a coalition. Sector actors have long devised what they believe is viable scheme for financing the media sector that would afford the media sector greater autonomy, but are in need of developing a collaborative advocacy strategy to realize this idea. If the 5 community radio stations can avoid spending 90 percent of their resources on energy consumption, they will have the ability to strategically dedicate greater resources to pay their journalists' wages, develop relevant and independent reporting and programming, expand broadcast hours and make more broadcast time available to different constituencies and vulnerable groups.

While strengthening legal frameworks and fortifying the governance structures of the sector will contribute to the stabilization of the sector and its relationship with political actors, journalists and young aspirants to the profession, in particular young women, require training in conflict-sensitive reporting and peacebuilding and multimedia production to enable them to be active agents of peace and stabilization. If such training and mentorship is facilitated and supported by enhanced collaboration amongst journalist professionals and sector bodies, then there is a greater likelihood that an overall reduction the incidents whereby journalists willingly or unwittingly contribute to political and institutional destabilization by unethical and biased reporting.

If a new curriculum is imbedded in the oldest professional schools in the country and Action for Development has an equipped multimedia centre, journalists will have the requisite training and equipment to develop quality media products and reports that will have a positive impact in public debate, contributing to strengthening democracy and rule of law. If given an incentive to produce peace related media products through a small grants and contracting effort and these reports are broadcast on radio and TV, this will help cement their peacebuilding and conflict-sensitive understandings and skills in a practical and rewarding manner that will contribute to public understanding of peace related issues and build public support for institutional and political stabilization efforts.

Targets:

- National Council of Social Communication
- Media owners and managers
- Independent Media Consortium
- Union of Journalists
- Association of Women Journalist
- Network of Community Radios (RENARC)
- "Ordem de jornalistas" (professional journalists association)
- Ministry of Social communication (General-Director)
- Bafata Women's Radio (RMB)

Sequencing:

The approach described above focused first on solidifying legal frameworks, statutes and codes of conduct then on fortifying the management and governance within the key media organizations and on strengthening their coalition building and advocacy capacities to lobby for greater sustainability and independence as critical elements to sector stabilization. These elements will lay the foundations for a strong independent media sector that can contribute for better governance, stability and peace. These activities are, however, independent of the need to build the capacities of journalists and enable them to develop media products and thus the capacity-building component can progress at the same time as the legal frameworks and organizational strengthening efforts progress.

b) **Budget:**

Table 2: Project Activity Budget

Outcome/ Output number	Output name	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Outcome 1: An improved and universally applied legal framework regulating the media sector and the journalistic profession contributes to enhanced professionalism and accountability as well as a decrease of tensions between media professionals and state actors				
Output 1.1	Technical input to draft regulation is provided.	20,000	2,4	
Output 1.2	A lobbying strategy to advocate for the adoption of this new regulatory framework is implemented.	10,000	2,4	
Output 1.3	Key stakeholders are sensitized on the regulatory framework	7,500	2,4	
Outcome 2: Journalists, media professionals, outlets and associations organize more effectively and exercise greater professional and economic autonomy due to improved governance of the media sector.				
Output 2.1	Media owners and managers' come	7,750	2,4	

	together in a forum to discuss the terms and goals of a new association			
Output 2.2	Union of journalists and community radios network elect representatives and improves its sustainability	20,000	2,4	
Output 2.3	Independent Media Consortium (IMC) established and able to function	115,000	2,3	
Output 2.4	Lobby effort for state budget allocation of funding for public service designed and implemented	5,000	2,4	
Output 2.5	Community radios equipped with solar panels	95,028	3	
Output 2.6	Bafata Women's Radio supported to ensure women's participation in public life	20,000	1,5	
Outcome 3: Established and young media professionals produce quality, impartial and conflict-sensitive content				
Output 3.1	Journalists and aspirants to the profession are trained on ethics and conflict-sensitive reporting as well as multi-media production skills	25,000	4	
Output 3.2	AD Multimedia Centre equipped	60,000	3	
Output 3.3	Educational TV and radio series produced through small grants program	150,000	6	
Output 3.4	TV and radio program focused on civic education and peace produced and broadcasted at national level	74,140	4	
Output 3.5	Establishment of a National Prize for ethical journalism promoting peace	10,000 10,000	6 7	
	M&E (incl. Evaluation)	70,000	4,5	
	UNV	50,000	1	

	ISC (7%)	52,459		
	Total	**801,877**		

Table 3: Project budget by UN categories

PBF PROJECT BUDGET			
CATEGORIES	**1st tranche****	**2nd tranche**	**TOTAL**
1. Staff and other personnel	45,500	19,500	65,000
2. Supplies, Commodities, Materials	33,775	14,475	48,250
3. Equipment, Vehicles, and Furniture (including Depreciation)	168,020	72,008	240,028
4. Contractual services	144,298	61,842	206,140
5.Travel	14,000	6,000	20,000
6. Transfers and Grants to Counterparts	112,000	48,000	160,000
7. General Operating and other Direct Costs	7,000	3,000	10,000
Sub-Total Project Costs	**524,593**	**224,825**	**749,418**
8. Indirect Support Costs*	36,721	15,738	52,459
TOTAL	**561,314**	**240,563**	**801,877**

* *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.*

** *PBSO will authorize an initial transfer amounting to 70% of the requested budget and, upon timely submission and acceptance of the project reports and at least 80% expenditure of the total budget for the first transfer, the Fund will release the remaining 30%. Please note that all subsequent tranches are also contingent on the availability of resources in the Peacebuilding Fund.*

c) Capacity of RUNO(s) and implementing partners:

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

Currently, the country office is composed by 60 staff members, including program and operations staff. With this capacity, the country office has been able to implement successfully joint programs, such as the case of the MDTF Joint Program on nutrition, as well as donor basket funds, such as the recent elections basket fund with contribution for more than 10 donors. From 2014-2017, UNDP's annual budget allocations to support Guinea-Bissau's development efforts has ranged from $27,596,273 USD to $27,405,079 USD. The annual delivery rates in 2014, 2015 and 2016 were respectively 79.9%, 83,4% and 85,4%.

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

UNIOGBIS will manage the PBF allocation in accordance with UNDP rules and procedures and will benefit from technical support of UNIOGBIS its substantive components (political affairs, gender, public information, human rights, and rule of law and security institutions). It will also rely on the support of the Department of Political Affairs in New York. UNIOGBIS RBB funds 2016-2017 total of: 362506000 USD, and 400,000 USD EXB funds from DPA. UNIOGBIS is headed by the SRSG who is also responsible of the UNCT. The mission has a staff capacity of 140 civilians, 13 Police Advisers, 2 Military, 3GPP. UNIOGBIS will leverage its longstanding experience in the strengthening of democratic institutions, consolidating peace as well as increasing women's political participation expertise from Political Affairs, Gender, Human Rights Public information as well as the UNIOGBIS Regional offices.

Table 4: Overview of RUNO funding in the country

	RUNO 1: UNDP	*Key Source of Funding (government, donor etc)*	*Annual Regular Budget in $*	*Annual emergency budget (e.g. CAP)*
Previous calendar year	$19,579,349 USD	Donor Government	$19,579,349 USD	n/a
Current calendar year	$27,405,079	Donor Government	$27,405,079	n/a

III. Management and coordination

a) Project management:

The day-to-day management of the project will rest with a Project Coordinator – an International UNV Specialized in project management with experience in the media sector to be hired for this purpose – that will report to UNIOGBIS and work in close collaboration with UNDP on operational aspects of the project. The Project Coordinator, among other responsibilities associated with coordination role, will:

- Ensure the smooth implementation of project activities and that project deliverable are achieved;
- Monitor the identified project risks;
- Preparation of Annual Work Plans for PBF;
- Provide technical support to the national implementing partners;
- Prepare and timely submit mid-year, annual and final narrative reports;
- Organize the Project Board Meetings

A UNDP Program Analyst will be responsible for operational management of the project in accordance with existing corporate rules, including reporting, financial management, and procurement of goods and services.

A Project Coordination Team (PCT) will be established and will include relevant technical personal from UNIOGBIS (Public Information Unit), and UNDP (a Governance Cluster member). The PCT will be in charge for the oversight of the project implementation process, including joint field

missions for programmatic visits and project overall quality assurance and reporting, and for technical backstopping and programmatic guidance to the Project Coordinator.

A Project Board composed by UNIOGBIS-UNDP and implementing partners' representatives, will be established to perform the duties and tasks assigned as per UNDP Guidelines on Annual Review process. It will meet once per quarter.

The PBF Secretariat in Guinea-Bissau has a role in the provision of technical support in peacebuilding, project management and monitoring and evaluation (M&E). The PBF Secretariat will also provide support to RUNO in fulfilling PBSO reporting requirements.

The implementing partners will lead the delivery of substantive aspects of the project. UNIOGBIS, under the co-lead of its Public Information Unit and its Gender Affairs Unit, as appropriate, with technical support from its substantive components, will be responsible for the overall substantive management of the project, serving as focal point for all matters pertaining to the project with external and internal stakeholders. To ensure effective and efficient project implementation, UNIOGBIS will work in close collaboration with implementing partners, including– Ordem de Jornalistas, Union of Journalists, National Community Radios Network (RENARC), and NGO AD.

b) **Risk management:**

Deterioration of the political situation and escalation of conflict is the biggest threat to the project. Nonetheless, it can be overcome if the consortium structure is created in the first stage of the project and relationship among partners remains good. AD's experience working in a highly volatile environment for over 20 years can also assist in maintaining group cohesion. Competition between implementing national partners and among media outlets for quick economic gain can also disturb the good progress of project implementation.

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Deterioration of the political situation	high	medium	Strengthening of the consortium and two-way communication flow between it and all stakeholders. AD director and President of the order of journalists will be the key responsible people
Competition between implementing national partners and among media outlets for quick economic gain	medium	high	Constant dissemination of information to all stakeholders and regular consultation

The Elections are not held or postponed	Medium/high	low	Project implementation will not be affected by postponement of the elections
A military coup	medium/high	medium to high	International partners continued calls to defence and security forces to not intervene in the political crisis. In-country visit of the UN Sanctions Committee to play a dissuasive role.
Delays in hiring coordinator	medium	medium	UNIOGBIS/ can assign one person to the project full time in case there is a big delay
Management challenges in project coordination	high	medium	Constant communication flow among all partners. Monthly meetings.

c) **Monitoring & evaluation:**

The project coordinator in UNIOGBIS, in close collaboration with the UNDP focal point (Communication specialist) and implementing partners, will prepare a detailed work plan and a corresponding M&E plan in line with the Results Framework. The M&E plan will include regular monitoring activities, to be conducted jointly with project partners and the PBF Secretariat. The project coordinator will be overall responsible for data collection from the project activities in close consultation with partners. The time of technical experts is an in-kind contribution of the Agencies.

Monitoring and evaluation will be conducted at different stages and with different methodologies. The PBF M&E Specialist will work with the UN M&E Group and project implementers to ensure a suitable Results Framework is in place and that it is has the proper tie-ins or complementary to the UNPAF and other UN strategic documents. If necessary, the PBF Secretariat will provide capacity building support to PBF projects with regards to their M&E systems.

The PBF Secretariat has a role to oversee project implementation, and provide technical M&E support. Where necessary, the PBF Secretariat can participate in monitoring activities organized the project.

In addition, in the framework of the joint program, the PBF Secretariat and the Joint Program Management Committee (JPMC) of OG1 under UNPAF and local authorities need to participate in scheduled verification missions. These missions ensure national ownership and help analyze, discuss and increase field coordination between all participating actors as well as to increase coordination between all joint project actors at field level. It will also enable a better understanding, coherence and complementary actions among all actors, and thereby better overall efficiency of project operational activities.

The Project Coordinator will be responsible for the substantial preparation of the mid-year, annual and end of project report. An Independent Evaluation of the Project will be commissioned at the end of the project.

d) **Administrative arrangements** (This section uses standard wording – please 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 Recipient 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), the MPTF Office as the AA of the PBF will:

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

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in 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 15 July;
- Annual and final narrative 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;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.

- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

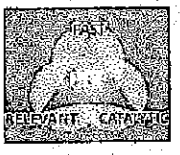
Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Annex A: Project Summary (to be submitted as a word document to MPTF-Office)



PEACEBUILDING FUND
PROJECT SUMMARY

Project Number & Title:	PBF/ Boosting the media sector for peacebuilding	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	UNIOGBIS, RENARC, AD, journalists associations	
Location:	BISSAU and regions (through community radio networks and UNIOGBIS regional offices)	
Approved Project Budget:	Fully allocated first tranche: $ 561,314	
Duration:	Planned Start Date: January 2018	Planned Completion: June 2019
Project Description:	This project will contribute to institutional stabilization of the media sector in Guinea-Bissau by helping create better conditions for journalists to perform their role in a democratic society in a more professional and responsible manner.	
PBF Focus Area:	Priority Area 2: Promote coexistence and peaceful resolution of conflicts (2.2) Democratic Governance;	
Project Outcome:	Outcome 1: An improved and universally applied legal framework regulating the media sector and the journalistic profession contributes to enhanced professionalism and accountability as well as a decrease of tensions between media professionals and state actors Outcome 2: Journalists, media professionals, outlets and associations organize more effectively and exercise greater professional and economic autonomy due to improved governance of the media sector. Outcome 3: Established and young media professionals produce quality, impartial and conflict-sensitive content	
Key Project Activities:	Outcome 1: • A consultant will be recruited to draft the code in consultation with journalist's representatives. Once approved by the council of ministers the code is published and disseminated nationwide. • A consultant will be recruited review the statutes in consultation with members of the Council and the parliamentary commission on Human Rights and fundamental freedoms. Once approved by the council of	

	ministers the statutes will published and disseminated nationwide to raise awareness also among the public at large. • A forum of journalists, in consultation with members of political parties, government, private sector and international partners, will discuss and jointly draft the code. Assisted by a consultant. Once approved, it will be published and disseminated, ahead of the elections. • Journalists' associations will lead a strong lobbying and public information campaign, including through media and outreach targeting key groups: journalists, politicians, MPs, members of the private sector. **Outcome 2:** • Organization of a national meeting of all media owners and managers to discuss the benefits of cooperating through an association which will aim at strengthening their capacity and look for synergies among all media outlets to reinforce the sector's sustainability. A consultant will assist the group and bolster their capacity during the event. • Support to the organization of the Journalist's congress, national meeting of community radios, women journalists network and youth journalists network. • A working group gathering the above mentioned journalists and broadcasters associations and NGO Ad (which have worked in the design of this project) will be formed to agree on setting up the Media consortium – its structure, functioning and legal personality. The working group will have a secretariat which will include the UN and/or PBF project manager. • The Media Consortium will design an advocacy strategy, supported by a legal expert, to lobby MPs, in particular the parliamentary commission on Human Rights and Fundamental freedoms, and to come up with a new draft law on a financial scheme to support media public service to be approved in parliament and included in the state budget. • Acquisition and installation of solar panels, batteries (with a life span of 5 years) and necessary electrical equipment for conversion as well as capacity building of technicians for 10 community radios in all regions. • Recruitment of trainers an mentors for the women operating the Bafata Women Radio – journalists and managers - to ensure its functioning in the initial period **Outcome 3:** • A consultant will assist the Media Consortium to develop the curriculum, recruit the teachers to establish the journalists' professional training course within the existing AD professional school. • Acquisition of essential equipment for consistent training: computers, video and photo cameras, audio recorders and professional multimedia production software. • The UN will launch a public competition - small grants programme-, in the context of this project for the production of audiovisual products aiming at promotion of citizenship and peace. One of the selection criteria will be the percentage of women included in the production teams. • Launch of public competition among national producers to produce a TV and radio program focused on civic education and peace • Transfer of funds to the journalists associations to attribute journalism prize. Criteria to be developed jointly with the UN

Annex B: IRF Results Framework

Country name: Guinea-Bissau
Project Effective Dates: January 2018 – June 2019
PBF Focus Area: 2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2): (2.2) Democratic Governance; (2.3) Conflict prevention/management;
IRF Theory of Change: If the legal framework and statutes which regulate the media sector and the profession of journalism are improved, approved by the Parliament and/or Government (decree-laws), disseminated and implemented, media will be less vulnerable to political manipulation and the information it produces will be seen as more credible in the eyes of the public. If a new code of conduct for journalists and for politicians and political party engagement with the media were developed and disseminated, this would help prevent and reduce instrumentalization of media actors, enabling more credible reporting. This is particularly important in the face of the upcoming election cycle. If key journalists and media professionals' associations are strengthened and their internal governance structures are fortified, these actors and groups would be better able to build stronger coalitions to exert greater influence and advocacy for solutions that will enhance the economic sustainability and political independence of the media sector. Specifically, if the organization of the journalist's congress and the community radio national meeting are supported, and media managers are able to create their own association, they will be able to to address their common problems, in particular those related to economic sustainability. They will be able to share costs for building capacity of media managers, set up a purchase center to reduce their operational costs, and advocate with decision makers in government and parliament for the needs of the sector – in particular for it autonomy – both politically and economically. If a coalition of media associations has the initial influx of equipment that they can then rent, they will have a sustainable means of generating income to support advocacy efforts and maintain a coalition. Sector actors have long devised what they believe is viable scheme for financing the media sector that would afford the media sector greater autonomy, but are in need of developing a collaborative advocacy strategy to realize this idea. If the 15 community radio stations can avoid spending 90 percent of their resources on energy consumption, they will have the ability to strategically dedicate greater resources to pay their journalists' wages, develop relevant and independent reporting and programming, expand broadcast hours and make more broadcast time available to different constituencies and vulnerable groups. While strengthening legal frameworks and fortifying the governance structures of the sector will contribute to the stabilization of the sector and its relationship with political actors, journalists and young aspirants to the profession, in particular young women, require training in conflict-sensitive reporting and peacebuilding and multimedia production to enable them to be active agents of peace and stabilization. If such training and mentorship is facilitated and supported by enhanced collaboration amongst journalist professionals and sector bodies, then there is a greater likelihood that an overall reduction the incidents whereby journalists willingly or unwittingly contribute to political and institutional destabilization by unethical and biased reporting. If a new curriculum is imbedded in the oldest professional schools in the country and Action for Development has an equipped multimedia centre, journalists will have the requisite training and equipment to develop quality media products and reports that will have a positive impact in public debate, contributing to strengthening democracy and rule of law. If given an incentive to produce peace related media products through a small grants and contracting effort and these reports are broadcast on radio and TV, this will help cement their peacebuilding and conflict-sensitive understandings and skills in a practical and rewarding manner that will contribute to public understanding of peace related issues and build public support for institutional and political stabilization efforts.

Outcomes	Outputs	Indicators	Means of Verification	Year 1				Year 2				Milestones
Outcome 1: An improved and universally applied legal framework regulating the media sector and the journalistic profession contributes to enhanced professionalism and accountability as well as a decrease of tensions between media professionals and state actors		Outcome Indicator 1 a Number of regulatory texts revised and approved. Baseline: 0 Target: 3	Perception Survey in Media Sector									1.Survey developed and validated 2. Survey conducted 3. Results validated 4. Results reported in PBF reports.
	Output 1.1 Technical input to draft regulation is provided.	Output Indicator 1.1.1 Number of drafting processes that are technically supported and facilitated through consultants. Baseline: 0 Target: 3		x	x	x	x					
	Output 1.2 A lobbying strategy to advocate for the adoption of this new regulatory framework is implemented.	Output Indicator 1.2.1		x	x	x	x					
	Output 1.3 Key stakeholder are sensitized on the regulatory framework.	Output Indicator 1.3.1 # of sensitizations discussions held to socialize new regulatory framework with government and politicians, media representatives, journalists and other relevant stakeholders Baseline: 0 Target: 5	1. Agenda 2. Attendance lists	x	x	x	x					
				x	x	x	x					

Outcome 2: Journalists, media professionals, outlets and associations organize more effectively and exercise greater professional and economic autonomy due to improved governance of the media sector.		Outcome indicator 2 a Financial Autonomy of Media Sector Strengthened Baseline: Target:	Tax Levy Proposal approved by Government									
	Output 2.1 Media owners and managers' come together in a forum to discuss the terms and goals of a new asssociation	Output indicator 2.1.1 Relationship between media owners and media managers improves Baseline:TDB Target: TDB	Perception Survey of media owners and managers		x	x						1.Survey developed and validated 2. Survey conducted 3. Results validated 4. Results reported in PBF reports.
	Output 2.2 Union of journalists and community radios network elect representatives and improves upon self-sustainability	Output indicator 2.2.1 Representatives elected in democratic elections Baseline: Target: Democratic Election	News reports		x							
	Output 2.3 Independent Media Consortium (IMC) established and able to function	Output indicator 2.3.1 Consortium Legalized Baseline: Target:	Legalization documents		x	x						
	Output 2.4 Lobby effort for state budget allocation of funding for public service designed and implemented	Output indicator 2.4.1 Budget allocation to media Sector approved by government Baseline: TBD Target: TBD	Income and expenditure ledgers				x					
	Output 2.5 Community radios equipped with solar panels	Output indicator 2.5.1 Solar panels installed with security mechanisms Baseline: 0 Target: 15	Invoices		x	x						1. TOR developed 2. Contracting 3. Installation completed
	Output 2.6 Bafata Women's Radio supported to ensure women's participation in public life	Output indicator 2.6.1 Women more confident to voice concerns on radio Baseline: Target: 25 Women broadcasting	Perception Survey of women in Bafata		x	x	x	x	x	x	x	1.Survey developed and validated 2. Survey conducted 3. Results validated 4. Results reported in PBF reports.

Outcome 3: Established and young media professionals produce quality, impartial and conflict-sensitive content.		Outcome Indicator 3 a Impartiality and accountability of media sectors assessed Baseline:TBD Target: TBD	Study or Public Survey (depending on relative cost)									
	Output 3.1 Journalists and aspirants to the profession are trained on ethics and conflict-sensitive reporting as well as multi-media production skills	Output Indicator 3.1.1 # of Journalist and Aspirants Trained Baseline: TBD Target: 60 (disaggregated by age and sex)	Certificates of Completion of Course		x	x	x	x	x			1. TOR for consultant developed 2. Consultant hired 3. Curriculum developed 4. T4T Conducted 5. Curriculum embedded in AD
	Output 3.2 AD Multimedia Centre equipped	Output Indicator 3.2.1 Equipment purchased Baseline: TBD Target: TBD	Paid Invoices		x	x						1. Procurement Process followed
	Output 3.3 Educational TV and radio series produced through small grants program	Output Indicator 3.3.1 # of reports broadcast Baseline: 0 Target: 25	Reports on tape				x	x	x	x	x	1. Small Grants mechanism set up with selection criteria 2. Grants disbursed 3. Reports Generated
	Output 3.4 TV and radio program focused on civic education and peace produced and broadcasted at national level	Output Indicator 3.4.1 # of episodes produced Baseline: 0 Target: 64	Taped Episodes		x	x	x	x	x			1. TOR Developed 2. Consultant hired 3. Programs produced 4. Programs broadcast
	Output 3.5 Establishment of a National Prize for ethical journalism promoting peace	Output Indicator 3.5.1 # of prizes given Baseline: 0 Target: 3								x	x	1. National Journalism Prize mechanism set up 2. Prize Awarded