

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



**PBF PROJECT DOCUMENT**  
**Length: Max. 12 pages (plus cover page and annexes)**

<b>Country:</b> The Gambia	
<b>PROJECT TITLE:</b> Support to a PBF Secretariat in The Gambia to enhance coordination and peacebuilding impact	
<b>Project number / from MPTF-O Gateway portal (for existing projects):</b>	
<b>PBF project modality:</b> <input type="checkbox"/> IRF <input checked="" type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed by the type of organization (UN, CSO etc.):</b> UNDP <b>List additional implementing partners, governmental and non-governmental:</b>	
<b>Approximative project start date<sup>1</sup>:</b> December 2022 <b>Project duration in months:<sup>2</sup></b> 13 months <b>Geographic zones for project implementation:</b> National	
<b>Does the project fall under one of the specific PBF priority windows?</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition between different UN configurations (i.e. peacekeeping mission withdrawing) <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> <b>UNDP:</b> \$361,660 <b>Total PBF:</b> \$361,660  <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. The coordinating agency must prove that the project has spent/committed at least 75% of the previous tranche and submit all the PBF reports due covering that same period.</i>	
<b>Any other existing funding for the project (amount and source):</b> N/A <b>Total project budget:</b> \$361,660	

<sup>1</sup> Note: the project start date is the date of the first transfer.

<sup>2</sup> The maximal duration 18 months for IRF projects and 36 months for PRF projects.

<b>PBF 1<sup>st</sup> tranche (70%):</b>	<b>PBF 2<sup>nd</sup> tranche* (30%):</b>	<b>__ tranche</b>	<b>__ tranche</b>
UNDP: \$253,162	UNDP: \$108,498		
XXXX: \$ XXXXXX	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX
XXXX: \$ XXXXXX	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX	XXXX: \$ XXXXXX
		XXXX: \$ XXXXXX	XXXX: \$ XXXXXX

**Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:**

The overall aim of this proposal is to ensure effective, sustainable and coherent peacebuilding programming through PBF funding, through a twofold coordinated approach: i) sustaining and strengthening the day-to-day work of the existing PBF Secretariat (established under the Transitional Justice project) in charge of supporting the RCO and UNCT at PBF portfolio-level as well as AFPs at project-level with regard to design, implementation, M&E, sustainability and catalytic impact; ii) establish and support the work of a PBF Joint Steering Committee composed of a range of strategic peacebuilding stakeholders to enhance strategic oversight and guidance to the PBF portfolio. Close cooperation between PBF and JSC under the overall leadership of the UNRC will contribute to strengthened PBF-funded peacebuilding action implemented by the UN and national actors (including the government and civil society, among others).

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:**

The project was designed in consultation with government partners specifically the Department of Strategic Policy and Delivery and UNCT which provided valuable inputs and feedback on the need to strengthen the oversight and collaboration for more effective coordination of the PBF interventions for maximum results and impact.

**Project Gender Marker score<sup>3</sup>: 2**  
**Specify % and \$106,893 of total project budget allocated to activities in direct pursuit of gender equality and women empowerment: 30%**  
PBF SEC has the responsibility to support AFPs in ensuring that GEWE is mainstreamed across all project proposals, with additional support on ensuring a strong peacebuilding lens in projects supporting GEWE as a principal or significant objective (GM2/3), depending on the main objective of the project. It will make sure that progress reports and synergies of project interventions clearly support and demonstrate tangible and sustainable progress towards GEWE.

**Project Risk Marker score<sup>4</sup> : 0**

<sup>3</sup> **Score 3** for projects that have gender equality as a principal objective (at least 80% of total budget allocated to gender equality and women empowerment).

**Score 2** for projects that have gender equality as a significant objective (at least 30% of total budget allocated to gender equality and women empowerment).

**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget).

<sup>4</sup> 0 = low risk to achieving outcomes

1 = medium risk to achieving outcomes

2 = high risk to achieving outcomes

Select PBF Focus Areas which best summarizes the focus of the project (select ONLY one)<sup>5</sup>: 4.3 Governance of peacebuilding resources and PBF Secretariat

If applicable, **UNDAF outcome(s)** to which the project contributes: Outcome 1.2 Governance and Human Rights, Social Inclusion and Protection, Youth and Gender, Natural Resources and Environmental Management.

If applicable, **Sustainable Development Goal** to which the project contributes: SDG 16: Peace, Justice, and Strong Institutions and 17 Partnerships for the Goals.

**Type of submission:**

- ☒ **New project**  
☐ **Project amendment**

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

Extension of duration: ☐ Additional duration in months:

Change of project outcome / scope: ☐

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

Additional PBF budget: ☐ Additional amount by recipient organization: USD XXXXX

**Brief justification for amendment:**

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

<sup>5</sup> (1.1) SRR, (1.2) Rule of law, (1.3) DDR, (1.4) Political dialogue;  
(2.1) National reconciliation; (2.2) Democratic governance; (2.3) Conflict prevention/management;  
(3.1) Employment; (3.2) Equitable access to social services  
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration;  
(4.3) Governance of peacebuilding resources and PBF Secretariat.

**PROJECT SIGNATURE:**

<p><b>Recipient agency<sup>6</sup></b></p> <p>Aissata De    <i>Signature</i>  Resident Representative, UNDP  <i>Date &amp; Seal</i></p> 	<p><b>Representative of National Authorities</b></p> <p>Salimatta Touray    <i>Signature</i>  Secretary General and Head of the Civil Service  <i>Date &amp; Seal</i></p> 
<p><b>Resident Coordinator</b></p> <p>Seraphine Wakana    <i>Signature</i>  Resident Representative  <i>Date &amp; Seal</i></p> 	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p>Elizabeth Spehar  <i>Signature</i>    Assistant Secretary-General, Peacebuilding Support Office  <i>Date &amp; Seal</i>      08/12/2022</p>

<sup>6</sup> Please include a separate signature block for each direct recipient organization under this project.

**I. Peacebuilding context and rationale for PBF support (4 pages max)**

- a) A brief summary of **conflict analysis findings** as they relate to the conclusions of the analysis and to this project, focusing on the structural causes and driving factors of tensions/conflict that the project aims to address and analyzing the main actors/stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age- sensitive.

**Brief analysis including context, socioeconomic information, etc. (1 to 2 par.)**

The Gambia is slowly but steadily progressing on the reform and transitional agenda ushered in by the government of President Adama Barrow in 2017, following 22 years of autocratic rule by his predecessor, Yahya Jammeh. The Barrow government has made some progress on key priorities in the areas of transitional justice, constitutional review, judicial and civil service reform, security sector reform, media and freedom of expression reforms and economic development. For example, the Janneh Commission, the Constitutional review commission and the Truth and Reconciliation and Reparation Commission (TRRC) completed their mandates and submitted their reports and recommendations to government. The government has also issued a White Paper in response to the TRRC recommendations, the majority of which it accepted. The government is now engaging with the victims and development partners on the next steps for its implementation. In addition, many laws, including on Access to Information, Disability Rights, and a host of other issues have already been passed into law.

Likewise, the government organized a peaceful and credible presidential election in December 2021 in which President Barrow won a convincing mandate to serve a second five-year term, winning with 53 percent of the vote in a single round, first-past-the-post election that saw a turnout of 89.34% percent of registered voters. President Barrow has vowed to revitalize major reform agendas and to ensure that justice and respect for human rights prevail.

However, despite progress made, some reform processes did not progress as expected, notably in the areas of constitutional reform, electoral reform linked to the constitutional one, security sector reform, civil service reform and the adoption of anti-corruption law. On gender equality and women's leadership, limited progress has been made. For example, the Legislative elections held in April 2022 saw the election of 50 men and only 3 women complemented by the nomination of two women by the President. Despite this, women constitute 57 percent of the registered voters while young people (under 35 years) make up 58 percent. This is an indication that women and youth have a long way to go to achieve leadership positions to effectively participate in the transition process.

Women and youth continue to play roles in political and election processes despite their limited representation in governance and decision-making positions. They turned out massively to vote, sending a clear signal that they want to play a key role in shaping their country's future. However, the Gambia witnessed the use of inflammatory language and hate speech, mostly based on ethnic differences, during the electoral campaign, which risked triggering election-related violence. While efforts carried out by UN and other partners (including with PBF support) helped to prevent this from spiraling out of control, much more work needs to be done to promote national unity and to strengthen the social contract between the government and all Gambians, regardless of tribe or religious affiliation. Interestingly, Gambians are not seriously divided along religious lines although recent intra-religious issues are emerging within the Muslims community. Leaders of the Muslim and Christian communities work together to promote peaceful co-existence including during the run-up to the elections, but recent land seizures targeting the Christian minority have taken place, which could trigger conflict unless preventive actions are taken.

Despite all these challenges, the social and democratic space is slowly improving as reflected by an open political space, with a rising number of political parties, media platforms and civil society organizations, as well as a judiciary increasingly assertive of its independence and a National Human Rights Commission (NHRC). The implementation of the extended National Development Plan (NDP, 2018-2022) continues with the launch of flagship government projects designed to improve infrastructure, enhance access to basic social services and improve the socio-economic situation of the population, which remains one of the least developed in the world. The development of a new recovery-focused National Development Plan (2023-2030) is currently ongoing. The UN Common Country Assessment process and the development of the next Cooperation Framework is also ongoing. The Gambia experienced its second and third waves of COVID-19 in 2021 which resulted in increased infections and deaths mainly due to weak adherence to prevention protocols, poor health facilities and a low vaccination rate among the population.

**Paragraph on country's eligibility to PBF funds and identified priorities, and on PBF portfolio.**

Following the change of government in 2017, the PBF was an early strategic responder to the transition priorities in The Gambia, approving a first package of \$3.1m for critical interventions to support transitional justice and the establishment of the Truth, Reconciliation and Reparations Commission (TRRC), the National Human Rights Commission, security sector assessment and reform, and to strengthened coordination in the Office of the President which resulted to the Department of Strategic Policy and Delivery. The PBF also supported nation-wide consultations and the establishment of the TRRC and provided guidance and support to the Government for its operationalization and the training of its commissioners. The PBF, through the project jointly implemented by the OHCHR and UNDP,

facilitated the establishment of the TRRC in October 2018, as well as its three years of investigations and the submission of its final report in November 2021.

Regarding Security Sector Reform (SSR), PBF support focused on strengthening the Government's capacity to provide strategic coordination to the SSR process. The support included the completion of an assessment of the security sector, identifying key threats and gaps in the security architecture, providing the foundation for planning of needed reforms. PBF support also supported the drafting of The Gambia's first SSR Strategy in 2020.

Following the declaration of The Gambia's eligibility to the PBF in September 2018 by the UN Secretary-General, additional support packages have been approved over the years to support peacebuilding initiatives across various sectors. Between 2017 and 2021, the global PBF investment in the Gambia has reached \$26m covering thirteen (13) projects implemented by nine UN agencies. The PBF projects are usually designed and implemented by two or three agencies except for two initial projects designed in 2017 which were implemented by one UN agency. This has made a great contribution in strengthening integration and joint programming among the various UN agencies participating in the different projects. Areas supported include transitional justice, security sector reform, institutional strengthening through the establishment of DSPD , addressing land conflict, women and youth participation in decision making, rule of law and community policing, youth against political violence, returning migrants, climate change, support to the implementation of the TRRC recommendations, provision of Mental Health Service and psychosocial wellbeing of Sexual and Gender Based Violence (SGBV) survivors and cross border cooperation between Gambia and Senegal. Out of the thirteen (13) projects, only 3 will be active and ongoing, 4 are going through final evaluations while 6 are operationally closed. Three new projects are currently under development in 2022 to cover 1) Women's Leadership and political empowerment and 2) community dialogue and social cohesion to address hate speech and the establishment of an infrastructure for peace and 3) this PBF Secretariat project. All PBF projects designed are informed by assessments and findings of the Conflict and Development Analysis (CDA) done in 2018 and updated in 2019 in addition to an analysis of the emerging issues.

The PBF support has helped catalyze critical peacebuilding processes in a very short period, helping to ensure that the country did not descend into violence during this fragile transition period, including the 2021 presidential elections. Thanks in part to PBF assistance, and with the technical support of UN agencies alongside the government's commitment and participation, commendable progress has been made in sustaining peace, particularly in the areas of transitional justice, constitutional review, security, judicial and civil service reform, women and youth empowerment and participation, returning migrants and economic development.

**The Information on the Steering Committee (if applicable – existing? to be created?)**

The Gambia does not yet have a dedicated PBF Steering/Coordination Committee. The PBF Portfolio was overseen by the UNDAF Joint (Government/UN) Steering Committee, which is co-chaired by the UN Resident Coordinator and the Secretary-General (SG) and Head of the Civil Service of the Government. The UNDAF Steering Committee provided strategic and political oversight of the totality of UN support to the Gambia, including the PBF portfolio.

The RC held quarterly meetings with the SG to discuss various issues including the PBF portfolio. Individual projects have dedicated Steering Committees led by UN agencies and their government counterparts at technical levels, where strategic and programmatic issues are discussed and actioned. The need to establish a dedicated PBF Steering Committee was raised at the last Joint UNDAF meeting held in April 2021 which informs the design of this project. This project is being designed to establish a dedicated Joint PBF Steering/Coordination Committee to complete the PBF Secretariat structure. This is important to help the country to make the Peace-Development and Humanitarian nexus a reality as the JSC will help to increase ownership and greater integration of the interventions in support of the government's efforts towards the achievement of the SDGs.

Additionally, the collaborative work of the PBF Secretariat and the Department of Strategic Policy and Delivery (DSPD) formerly under the Office of the President and now under the newly created Ministry of Public Reform, Delivery and Policy Coordination, has strengthened the collaboration between the RCO and the government in coordinating and monitoring and evaluation of the portfolio. This is achieved through their active participation and guidance in project designs, project monitoring field visits organised by the PBF Secretariat or joint monitoring visits organised by individual projects. This also extends to the provision of support and guidance to relevant government sectors participating in the implementation of PBF-funded projects. The DSPD helps to ensure that the PBF portfolio aligns and is coherent with the National Development Plan (NDP). The PBF Secretariat will leverage on these gains and strengthen their capacity and collaboration to promote the mainstreaming of the key results of the PBF interventions in sector plans for sustainability.

At the technical level, the PBF Secretariat organises technical meetings with project teams to monitor progress made. As recommended by the project teams at the last PBF Programme Review and Learning Workshop held in March 2022, quarterly technical coordination committee should be established to bring all project managers/coordinators and focal points to share information on progress, good practices, and challenges and to identify synergies and work on them. The PBF Secretariat will also support the coordination of donor visits in country or from PBSO or PBC and other relevant partners who might be interested to visit the PBF funded interventions.

In this context, this project intends to establish and support a PBF Joint Steering Committee, co-chaired by the UN and the government, including implementing partners and agencies with coordination, implementation, monitoring and evaluation of the PBF projects. More specifically, these will include to strengthen coordination and synergy and reduce fragmentation of the PBF portfolio among several implementing partners (NUNOs & RUNOs and national partners); facilitate knowledge sharing and learning events to strengthen national capacities of implementing partners; strengthen monitoring and evaluations

processes of field activities and strengthen communication about project results and visibility. Please add a sentence about how you foresee JSC and PBF SEC cooperation and coordination.

In addition, the PBF Secretariat in collaboration with implementing agencies will support efforts towards resource mobilization by organizing donor round table conferences with in-country donors to share results from PBF interventions for accountability and to attract more funding towards the peacebuilding initiatives.

- b) A brief description of how the project aligns with/ supports existing Governmental and UN **strategic frameworks**, how it ensures **national ownership**. Indicate how the project complements/ builds on any other relevant interventions in this sector/area, including any lessons from previous PBF support.

The project contributes to the on-going UN engagements and support to the country in line with the United National Development Assistance Framework (UNDAF), National Development Plan (NDP) and priorities to sustain the peace and development of the country to attain the peace and development nexus. These are nearing their expiry dates whilst their replacements are under development. These were preceded by the common country assessment done in 2020 and 2021 and have indicated existing and emerging conflict triggers that would require preventive actions. In addition, the UN and the WB has a new project funded by PBSO-HDP Partnership Facility which will collaborate on data analysis on root causes of fragility and conflict and sources of resilience and peace engines.

The PBF projects implemented so far respond to the priority areas identified in the eligibility application and captured in the PBF Strategic Results Framework for Gambia developed in 2020 as (1) "Gambian government and political actors continue to make progress on key transitional processes and reforms; (2) "Gambian society has expanded spaces for dialogue at the community level (including conflict resolution and other activities that decrease the likelihood for conflict and support social cohesion)"; (3) "Civil society are gradually becoming more robust in their advocacy and accountability roles to bridge the gap between citizens and the state" and (4) "Media actors are more conflict sensitive in their reporting and engage meaningfully with the NDP and regional-level frameworks to bridge the state-citizen gap"

All the projects designed are informed by assessments and findings of the Conflict and Development Analysis (CDA) done in 2018 and updated in 2019 and an analysis of the emerging issues. The CDA will soon be updated and is expected to capture emerging conflict triggers to inform future projects.

## **II. Project content, strategic justification, and implementation strategy (4 pages max Plus Results Framework Annex)**

- a) **A brief description of the project content** – in a nutshell, what results is the project trying to achieve, and how does it aim to address the conflict analysis factors outlined in Section I (must be gender- and age- sensitive)

(For approved and existing projects, please include a brief description of their content)

The UNDAF Steering Committee of the government and the UN on the 2017-2021 UNDAF, which has been extended to the end of 2022, is the current governance structure providing strategic oversight of the PBF portfolio in The Gambia. Under this project, a new dedicated PBF Joint Steering Committee will be established to provide strategic guidance role on the PBF portfolio, strengthen coordination, monitoring and evaluation of the portfolio towards the achievement of the project results. The PBF Secretariat will the establishment of the JSC and the implementation of its strategic role by providing secretarial and administrative support to the committee including organizing meetings, recording minutes and sharing documents with members of the JSC as well as other functions related to the JSC as per the PBF standard Terms of Reference.

In addition, the Secretariat will establish a Technical Coordination Committee which will bring all the projects managers/coordinators/focal points from UN agencies, government and CSOs together on quarterly basis to discuss project progress and synergies to enhance coordination and coherence among the various interventions for maximum results.

Against this background, the PBF Secretariat will support the RCO and the JSC, by sustaining the following key strands of work: i) ensuring that it fulfills its management and quality control functions through coordination and support from the PBF Secretariat as well as early warning systems targeting all types of issues; ii) serving as interface between decision making entities (JSC, PBSO) and recipient organizations; iii) providing quality control of PBF support; iv) ensuring gender mainstreaming within PBF interventions; and v) undertaking and facilitating coordination and M&E for the PBF portfolio, vi) providing analysis report on synergies of PBF projects with ongoing programmes under the CF.

The PBF Secretariat will continue to support the coordination function of the UNRC in the area of peacebuilding, including in the identification, development and implementation of PBF projects and in the RC's role as JSC co-chair. In this regard, the Secretariat will also liaise with key dialogue institutions/platforms to ensure successful strategic results for the PBF engagement in the country: UNDAF/CF mechanisms, coordination group of Technical and Financial Partners (TFPs); coordination group of gender working group; humanitarian action group (if any); and any other entity working in PBF related areas.

- b) **Project result framework**, outlining all project results, outputs, activities with indicators of progress, baselines and targets (must be gender- and age- sensitive). Use Annex B; no need to provide additional narrative here.

The PBF Secretariat in the Gambia was initiated in 2018 and has since been coordinating and supporting UN agencies in the design, implementation, monitoring and evaluation of peacebuilding projects under the strategic guidance and leadership of the Resident

Coordinator and the technical supervision of the Peace and Development Advisor. This project will continue to strengthen the operationalization of the Secretariat to coordinate and ensure quality control on the implementation of the Peacebuilding Priority Plan through approved projects. The project will also support the establishment of the JSC and alignment with the Cooperation Steering Committee and UNCT for optimal implementation and monitoring of the peacebuilding projects in the Gambia as well as to document and build on lessons learnt.

The project does not plan to support one strategic result framework versus another, but rather a multiple of frameworks relevant to prioritized projects developed and implemented in a gender sensitive manner. By relying on the agencies, UNCT and PBF Joint Steering Committee, the Secretariat will coordinate the design, coherence and quality control of all PBF projects, with specific attention on PBF aspects of comparative advantage, namely: peacebuilding lens, bridging the UN system, catalytic support, inclusive partnerships with special focus on civil society's involvement, as well as youth and women. It will also ensure coherence with other projects with similar objectives, or which could potentially positively impact PBF projects.

The PBF Secretariat will map out the Technical and Financial Partners (TFP) and peacebuilding activities as well as identify financial gaps to determine new projects. It will also build relationships to create synergies between projects and ensure coherence among peacebuilding projects, including the World Bank and other donors.

**Outcome 1: *Enhanced portfolio and project level programming through effective support from PBF Secretariat on strategic planning, design, implementation, M&E, partnerships and cross-learning***

**Output 1.1: All PBF projects leverage PBF comparative advantage and comply with PBF project management standards in close collaboration with RCO, UNCT/AFP and PBSO**

**Activities:**

- *Quality assurance support is provided to project teams in the design, implementation, monitoring, evaluation and reporting phases.*
- *Deployment of experts in the field to support annual reviews of peacebuilding context/PBF projects.*
- *Ensure at least 30% of PBF funds are allocated to support gender equality and women's empowerment, or more for higher gender marker projects and support AFPs to mainstream and report progress towards these*
- *Ensure implementing partners of PBF portfolio and other key partners understand and take ownership of PBF guidance, including for gender related questions and reporting requests*
- *Facilitate capacity building of PBF Secretariat, recipient organizations and partners for a conflict sensitive approach, M&E and gender-sensitive peacebuilding programming.*
- *Ensure regular communication with PBSO regarding PBF projects execution, update on political situation and planning process in the UN and Government relevant to the PBF activities*

## **Output 1.2: Strengthened portfolio-level support and multi-stakeholder cooperation**

### **Activities:**

- *Facilitate forward-looking consultations with the UNCT, government and civil society on the strategic peacebuilding needs to inform The Gambia's annual Strategic Report to the PBF.*
- *Map peacebuilding actors and initiatives (UN, Government, CSO, development partners, etc.) and identify thematic and geographical gaps and potential programmatic entry points for PBF-supported peacebuilding initiatives.*
- *Support the update of The Gambia's Conflict and Development Analysis (CDA) in close collaboration with the UNCT, Government, CSO and development partners*
- *Support and provide logistics assistance for the conduct of a PBF portfolio evaluation to be led by PBSO to identify achievements, gaps and lessons learnt*
- *Support the analysis and consultative processes to facilitate a possible application of re-eligibility request for the renewal of The Gambia's 5 year eligibility cycle*
- *Support PBSO missions and donor visits*

## **Output 1.3: Sustained coordination, information-sharing and synergy-building with key partners**

### **Activities:**

- *Organize quarterly Technical Coordination meetings between implementing UN agencies, the Government and CSOs to ensure synergies between projects during the design and implementation phases.*
- *Document, analyze and disseminate results and lessons learned during PBF project execution (via implementation workshops or mini-retreats etc)*
- *Organize, if applicable, of regional meetings within the framework of cross-border projects and ensure coordination with other countries involved.*

## **Output 1.4: Continuous support to project/portfolio-level monitoring and evaluation**

### **Activities:**

- *Support the design and implementation of a quality M&E plan for projects and in collaboration with the implementing agencies, conduct regular field missions to monitor PBF projects and deliver mission reports to share with the RCO, agencies and PBSO*
- *Provide recipient organizations with technical support to ensure quality of the semi-annual, and final project reports, using indicators defined in the project document and data collected during field visits*
- *Support independent assessment studies of PBF projects, e.g "evaluability assessment", a mid-term review and a final evaluation, noting that the evaluability assessment and the final evaluation are both managed and conducted from Headquarters, but are supported at the national level by a consultant hired locally and*

*the PBF Secretariat; and that the mid-term review will be directly supported by the PBF Secretariat*

- *Facilitate dialogue between beneficiary communities and Steering Committee via community-based monitoring (CBM) and ensure voices of the beneficiaries are strategically used to promote shared responsibilities.*
- *Ensure knowledge and best practices management and communication via appropriate platforms for future peacebuilding activities*
- *Monitor and document broader peacebuilding indicators (beyond PBF projects), in line with the PBF M&E strategy working with a range of partners in charge of monitoring and collecting various sets of data*

**Outcome 2: Operational PBF Joint Steering Committee supporting strategic guidance, monitoring and advocacy around PBF projects**

Output 2.1: Support the Joint Steering Committee to execute its function in line with its terms of reference to provide strategic guidance and oversight of the PBF portfolio.

**Activities:**

- *Organize regular PBF Joint Steering Committee meetings to assess and evaluate project propositions, M&E and implementation progress of the overall PBF portfolio*
- *Support coordination role of the RC within the framework of peacebuilding programming, with guidance from the Peace & Development Advisor.*
- *Support Identify and address needs for supervising and strategic guidance capacities and M&E functions of PBF partners such as Steering Committee, national partners, implementing organizations, or any other relevant partner*
- *Ensure PBF mainstreaming questions (such as gender) are considered*
- *Facilitate monitoring missions by Steering Committee to review PBF portfolio implementation*

**Outcome 3: Improved visibility and evidence-based advocacy to support catalytic effects**

**Activities:**

- *Develop a communication strategy to promote visibility of the PBF activities and results in the country and among a range of stakeholders*
- *Support UNCT to improve visibility of the PBF activities in the country*
- *Support RCO/AFP in implementing the multi-stakeholder outreach communication strategies to raise awareness on PBF-funded work, enhance understanding on PBF comparative advantage and favor catalytic effects*
- *Support resource mobilization efforts of AFPs to follow-up on PBF projects results/impact*

**Targets**

The targeted groups are: Joint Government UN/UNDAF Steering Committee, Joint Technical Committees, UN agencies and implementing partners of the PBF projects identified in project documents.

- c) Provide a **project-level 'theory of change'** – i.e. how do you expect these interventions to lead to results and why have these interventions been selected. Specify if any of these interventions are particularly risky.

(Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)

*If the PBF Secretariat efficiently supports the design, development, implementation and reporting of PBF projects with an effective JSC to ensure coordination, monitoring, synergy and communication among stakeholders (UNCT, JSC, Government, Civil Society and the Technical and Financial Partners), then the PBF projects will have a significant peacebuilding impact and catalyzing effects with the Government and TFPs.*

- d) **Project implementation strategy** – explain **how** the project will undertake the activities to ensure most effective and efficient achievement of results, including justification for geographic zones, criteria for beneficiary selection, timing among various activities, coherence between results and any other information on implementation approach (must be gender- and age-sensitive). No need to repeat all outputs and activities from the Result Framework.

The PBF Secretariat staff will be responsible for the implementation of this project, supporting recipient organizations with project design, execution, M&E, communication and reporting activities. The project will also benefit from PBSO technical support for guidance and relations with other partners.

The Secretariat will have close communication with PBSO in New York and be its focal point for PBSO (PBF and PBC) in The Gambia.

The Secretariat will support implementing partners on project design, monitoring, communication/visibility, reporting and M&E, including final evaluation processes. It will ensure gender mainstreaming during the entire cycle from project design to implementation and evaluation.

Beyond regular monitoring activities, the PBF portfolio global assessment in the Gambia will be conducted to evaluate impact on the beneficiaries and how perceptions and mentalities on peacebuilding, social inclusion and peaceful coexistence have evolved in the areas of intervention.

on peacebuilding, social inclusion and peaceful coexistence have evolved in the areas of intervention.

Agencies' focal points and their partners will engage in the project implementation to actively participate in various activities. The Secretariat will provide technical support to projects final evaluation process as usual. It will support the definition of methodologies and monitoring mechanisms in collaboration with implementing agencies and support data collection and analysis including indicators of the newly approved projects. The Secretariat will also support semi-annual and annual reporting for current projects and an annual strategic report for submission to PBSO. The Secretariat will provide secretarial and administrative and related work in line with the Terms of reference of the JSC in liaison with the co-chairs under the technical guidance of the Peace and Development Advisor.

#### **Project management and coordination (4 pages max)**

- a) **Recipient organizations and implementing partners** – list direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local know-how and existing capacity.

*Paragraph explaining the selection of the agency in charge of administrative management of the PBF Secretariat project.*

The RC has designated UNDP to be the agency responsible for the administrative and programmatic management of the PBF Secretariat project. This is based on the relevance of UNDP's mandate, its strong engagement in peacebuilding programming (including with funding from the PBF), and its experience in administering the mini PBF Secretariat in the past since 2018. In essence, the PBF Coordinator will double as a project manager accessing project management features in ATLAS under this stand-alone project and as such will be able to directly manage activities and associated costs in UNDP tool. UNDP will be accountable for actions taken in ATLAS, hence the programmatic supervision.

- b) **Project management and coordination** – present the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explain project coordination and oversight arrangements. Fill out project implementation readiness checklist in **Annex C**.

**PBF Secretariat composition:**

The PBF Secretariat in the Gambia already comprises 3 national staff currently in post, namely a Programme Coordinator, [FTA NOC 7), M&E Officer (NPSA 9), and a Driver (NPSA 2).

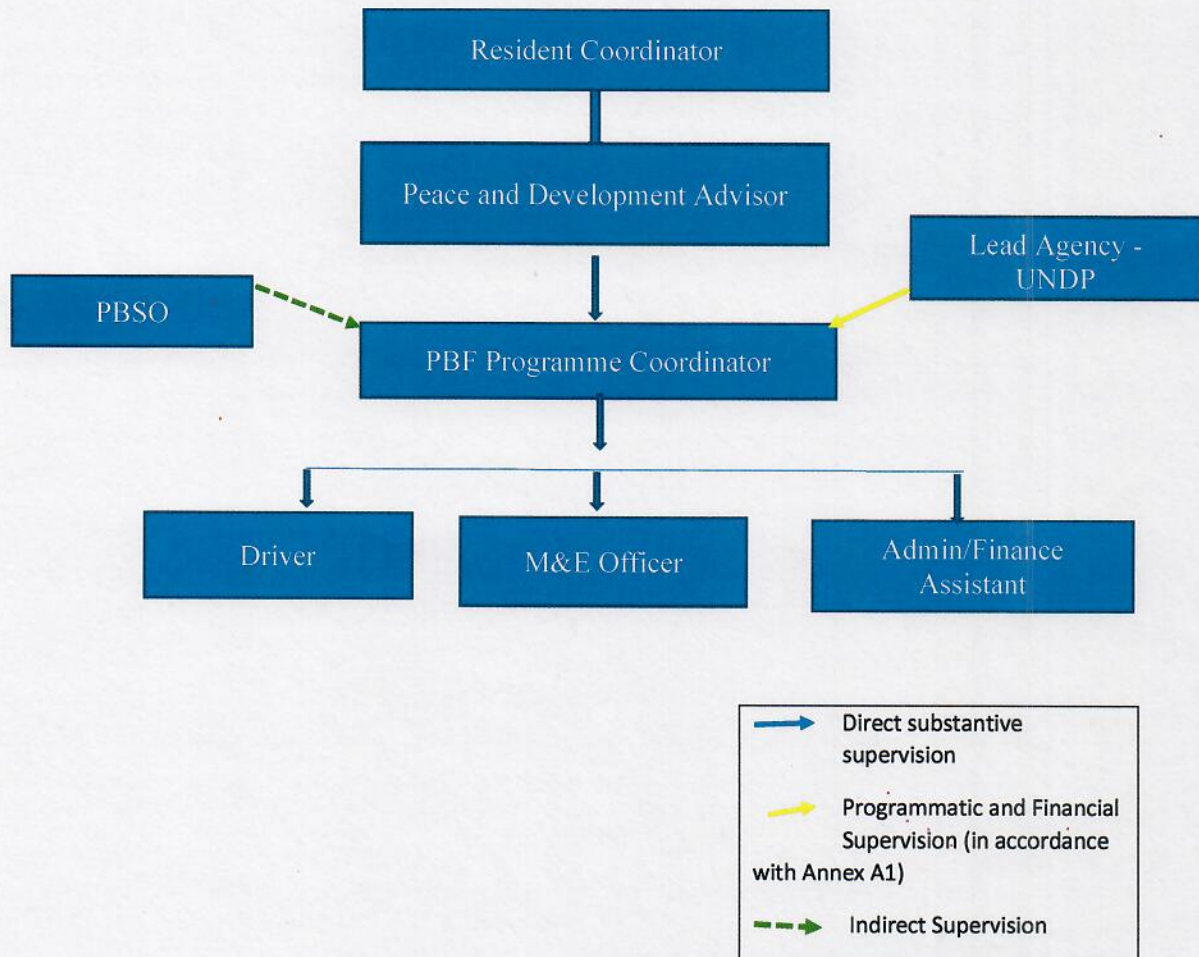
In addition, with the growth of the portfolio, the demand for more coordination support to projects and partners, and the fact that the Secretariat is now being embedded in a stand-

alone project, there is a need to have a project management function embedded in the Coordinator role to ensure accountability for implementation and management of financial resources. The PBF Coordinator who will also ensure management function, will access project management features in ATLAS and new ERP systems under this standalone project to be able to directly manage activities and associated cost in UNDP tool.

Additionally, an Admin/Financial assistant is also needed to focus on the administrative and financial aspects of the project, which were previously taken care of by the projects in which the PBF Secretariat was embedded. This role was partly played by the M&E Officer and completed by the Admin/Financial Assistant of UNDP in the project which will come to an end in November 2022. The presence of an Admin/Finance Assistant is needed by the Secretariat to continue this role full time to enable the Programme Coordinator and M&E Officer to concentrate on the strategic coordination work of the projects and monitoring and evaluation processes. The current situation without an admin/Finance staff creates some challenges as these two staff spend a lot of quality time on administration and financial matters, which reduces the available time to focus on other key functions that would contribute to a greater peacebuilding impact of the projects.

The specific terms of reference of the Admin and Financial Assistant will be defined and recruited by the hosting agency.

### Secretariat Organizational Chart



The Secretariat will contribute to project design, monitoring and evaluation by supporting recipient agencies and their implementing partners with project design, implementation, M&E, and communication. Because of its strategic function, the PBF Secretariat will be located in the RCO in charge of the global supervision of all projects. UNDP will be the executing agency and, in this capacity, will have programmatic and financial supervision in accordance with Annex A1 of this project document. The PBF Coordinator will access project management features in ATLAS/Quantum and other UNDP ERP systems under this stand alone project to be able to directly manage activities and associated cost in UNDP tool. UNDP will be accountable for actions taken in ATLAS hence the programmatic supervision.

The Secretariat staff comprising 3 national staff namely a Programme Coordinator, M&E Officer and a Driver are on board now except for the Administrative and Financial Assistant which was supported by UNDP is a new post to be filled to work full time with the Secretariat. The 3 staff members already in place and the support staff will transition to this project with the same terms of reference and contract modalities. This is relevant and particularly important given that i) current staff members' TORs do not significantly change (they do not change at all for the M&E officer and the driver and they only change slightly for the

coordinator, cf. access to ATLAS), consequently, there is no need to initiate a new recruitment process; ii) the portfolio evaluation as well as the re-eligibility assessment and/or application processes will greatly benefit from the extensive PBF portfolio knowledge of current staff members in place as both exercises mainly deal with evaluating all the work conducted in the past few works to reflect on peacebuilding planning for the years to come.

The PBF SEC staff members' overall substantive supervision is managed by the UNRC, in consultation with PBSO. Under the strategic guidance of the UNRC, the Peace and Development Advisor (PDA) may support the supervision of the PBF Secretariat Coordinator. In addition, the PBF Coordinator will work in close collaboration with the Steering Committee and the RCO and will participate in RCO coordination meetings.

The RC remains accountable for the delivery quality of the PBF Secretariat. The PBF Coordinator will also indirectly report to PBSO on the PBF portfolio strategy in the country and on PBF project performance in accordance with standard PBSO procedures and reporting schedules.

The Secretariat will support the Joint Steering Committee in pursuing its mission. In this capacity, it will ensure project monitoring, plan assessment activities, conduct quality control, as well as consolidate and submit reports and strengthen the visibility of PBF interventions in the country.

The Secretariat currently works very closely with staff of the Department of Strategic Policy and Delivery to coordinate and support the development and monitoring of the PBF portfolio. This will be strengthened to enhance government's capacity to support peacebuilding programming within relevant government ministries and agencies for sustainability of the interventions beyond the PBF support to the country.

- c) **Risk management** – assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation.

<b>Risks</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigating strategies</b>
- Lack of information on implementation by recipient agencies	Medium	Low	Secretariat to collaborate with agencies to improve information sharing / maintain substantive link and exchanges with agencies
- Delays to submit narrative and financial reports	Medium	Low	Close monitoring of agencies to ensure efficient narrative and financial reporting through one-to-one ad-hoc and quarterly meetings.
- Insufficient national ownership	Low	High	Engage all partners participate in the Joint Steering Committee and technical meetings during project design and implementation

- Challenges for agencies and Government to jointly supervise projects in the field	Medium	Medium	Plan joint missions for UN agencies and partners (government and CSOs).
- Steering Committee does not meet according to planned timeline	Medium	Low	Designate deputy to back up absent Steering Committee members
- Procurement processes slow down project execution	Low	Medium	Prepare procurement plan at start of project – have quarterly updates of the procurement plan and avoid delays
- Potential disagreements between agencies regarding project execution	Medium	High	Engage all agencies in operational planning of activities during project inception and implementation process. Request mediation from RC when the need arises. Have substantive engagement with agencies and anticipate delays that might occur. Consult agencies and have common understanding on corrective actions to address implementation challenges that might arise
- Fragmentation, duplication and weak coordination among projects	Low	Low	Quarterly coordination meetings, joint field visits to promote learning and synergies among projects. Inform on PBF funded projects' complementarity with agencies ongoing Programme to avoid having them as standalone initiatives
- Unsustainability of achievements/gains especially regarding gender and youth	High	High	Have clear exit strategy with resources mobilization strategy – ensure long term peacebuilding interventions are reflected in the RF-NDP and adequate resources allocated

- d) **Monitoring and evaluation** – What will be the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include a break-down of M&E budget that the project is putting aside, including for collection of baseline and end line data for indicators and independent evaluation, and an approximate M&E timeline. Ensure at least 5-7% of the project budget is set aside for M&E activities.

The PBF Secretariat will ensure quality monitoring and evaluation and learning across the projects through convening coordination meetings for project teams, supporting collection

of baseline data, realization of joint perception surveys, external evaluations and major research efforts, coordination of community-based monitoring (CBMs) and conducting routine monitoring field visits with government partners and CSO implementing partners. The Secretariat organizes regular exchanges with projects to discuss projects' implementations progress and provide guidance to mitigate emerging challenges, reviews project reports during the preparation of semi-annual, annual and final evaluation reports. The Secretariat will provide quarterly briefing notes to update the UNCT on progress made, synergies between the intervention and alignment with the NDP in contributing to the SDGs.

In collaboration with relevant government partners and CSOs (NEWCC, WANEP) the project will facilitate the conduct mini perception surveys to analysis conflict situation and achievements of certain peacebuilding indicators at least once a year.

The Secretariat will continue to conduct these monitoring processes and will support the projects to conduct their own project specific field monitoring to intervention sites as well. The Secretariat participates in joint field monitoring visits organized by individual projects and contributes to the report to inform future delivery. The secretariat will organize joint field visits including partners/stakeholders and strengthen the process by developing an integrated and joint M&E system for all projects including cross-border and gender and youth promotion. This will allow synergies among different projects, strengthen complementarity of projects results and global joint results and indicators to enable easy measurement of project results according to priorities identified in eligibility request and strategic result framework.

The Secretariat will continue to work with agencies to coordinate their result monitoring approach and provide M&E technical support if necessary. It will continue to ensure quality control on annual and semi-annual reports from RUNOs in June and November each year and prepare a peacebuilding annual strategic report in last quarter of each year to submit to PBSO by end of December. A budget will be planned, if applicable, to conduct the project final evaluation.

- e) **Project exit strategy / sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do to try to ensure this support from the start.

The project will pay particular attention to national ownership of the project achievements by working closely and collaborating with partners to enhance the participation of relevant government entities including the Ministry of Public Sector Reform, Delivery and Policy Coordination, Department of Strategic Policy and Delivery, ministries of Justice, Interior, Gender, Children and Social Welfare, Land and local government administration and Environment and Climate Change and other stakeholders. This will enhance the mainstreaming of key PBF initiatives in their programmes to ensure sustainability of interventions in the Gambia. The same support will be given to CSOs to enhance their participation to improve result and impact in the long term. This will be facilitated via the full

engagement of all partners in project design, monitoring, supervision and M&E. Furthermore, partners will be engaged to participate in documenting and analyzing lessons learned. The secretariat will use consultancies to support communication outreach on project achievements and share results with national stakeholders including government, CSOs, bilateral and multilateral partners to contribute to additional resource mobilization for continuity of initiatives.

### **III. Project budget**

Please provide a brief justification for the proposed budget, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project.

Fill out two tables in the Excel budget **Annex D**.

## **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(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 the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual 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 completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters.);
- Disburse funds to any RUNO for any cost 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:

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

#### Financial reporting and timeline

Timeline	Event
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, 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>).

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

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

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

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

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

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

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

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

### **Reporting:**

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

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or

allocations only), which may contain a request for additional PBF allocation if the context requires it		Head of UN Country Team where it does not.
---	--	--

#### **Financial reports and timeline**

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

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

#### **Ownership of Equipment, Supplies and Other Property**

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

#### **Public Disclosure**

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

#### **Final Project Audit for non-UN recipient organization projects**

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

#### **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and, in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council

sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

**Non-UN recipient organization (NUNO) eligibility:**

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

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

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project execution for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>7</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought

---

<sup>7</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

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

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

Outcome	Output	Indicators	Means of verification/ frequency of collection	Indicator milestones
<b>Outcome 1:</b> <i>Enhanced portfolio and project level programming through effective support from PBF Secretariat on strategic planning, design, implementation, M&amp;E, partnerships and cross-learning</i>		<p>Outcome Indicator 1a: Level of compliance of all PBF projects in The Gambia ensured through the operations of the PBF Secretariat for optimum peacebuilding impact</p> <p>Baseline: Secretariat is in place and functional</p> <p>Target: Improved coordination and understanding of PBF procedures by concerned stakeholders and enhanced synergies between projects.</p>	<p>Copies of regular briefs on synergies between projects, reports, emails on timely submissions, MPTFO records</p>	
		<p>Outcome Indicator 1b: Level of stakeholders satisfaction with the PBF Secretariat</p> <p>Baseline: TBC</p> <p>Target: High</p>		

	<p><b>Output 1.1</b>  <b>All PBF projects leverage PBF comparative advantage and comply with PBF project management standards in close collaboration with RCO, UNCT/AFP and PBSO</b></p> <p>Output related activities:</p> <ul style="list-style-type: none"> <li>• Quality assurance support is provided to project teams in the design, implementation, monitoring, evaluation and reporting phases of PBF funded projects</li> <li>• Deployment of experts in the field to support annual reviews of peacebuilding context/PBF projects</li> </ul>	<p><b>Outcome Indicator 1c</b>            Baseline:            Target:</p>		
	<p>Output Indicator 1.1.1: PBF project scoring above medium with the use of internal evaluation grid with average compliance scores</p> <p>Baseline: Medium            Target: High</p>	<p>Copy of mandatory reports, emails attesting to timely submission of reports</p>		
	<p>Output Indicator 1.1.2: # of training or consultation sessions organized or facilitated by the PBF secretariat for project teams on quality design, impl, M&amp;E and result reporting of PBF funded projects.</p> <p>Baseline: 3 consultations on 2022 projects design targeting UN, govt &amp; CSOs            Target: 5 consultations targeting PBF project teams &amp; partners on design, impl, M&amp;E</p>	<p>Copies of meeting reports</p>		

	<ul style="list-style-type: none"> <li>• Ensure at least 30% of PBF funds are allocated to support gender equality and women's empowerment, or more for higher gender marker projects and support AFPs to mainstream and report progress towards these</li> <li>• Ensure implementing partners of PBF portfolio and other key partners understand and take ownership of PBF guidance, including for gender related questions and reporting requests</li> <li>• Facilitate capacity building of recipient organizations and partners for a conflict sensitive approach, M&amp;E and gender-sensitive peacebuilding programming.</li> <li>• Ensure regular communication with PBSO regarding PBF</li> </ul>	<p>and reporting of PBF funded projects</p> <p>Output Indicator 1.1.3: # technical support missions or consultants on PBF programming received</p> <p>Baseline: 3 (2 mission &amp; 1 consultant - 2019 to date) Target: 2</p> <p>Output Indicator 1.1.4 proportion of total PBF funds allocated to GEWE in 2023.</p> <p>Baseline: TBC Target: at 30% of funds or more</p> <p>Output Indicator 1.1.5 implementing partners and other key partners engaged and capacitated on the PBF portfolio and requirements now with better understanding willingness to take ownership.</p> <p>Baseline: 3 Target: 15 (govt department and CSOs)</p>	<p>Timely submissions of quality project documents, regular briefs/update to UNCT, PBSO; email attesting to dates of submissions</p> <p>Lesser rounds of comments from PBSO</p> <p>Approvals without conditions</p>	
--	---	--	---	--

	projects execution, update on political situation and planning process in the UN and Government relevant to the PBF activities	<p>Output Indicator 1.1. # of agencies staff and partners capacitated on conflict sensitive approach, M&amp;E and gender-sensitive peacebuilding programming</p> <p>Baseline: TBC Target: 25</p> <p>Output Indicator 1.1.5 # of PBF country briefs or political situation analysis updates provided to PBSO</p> <p>Baseline: 1 yearly brief and regular updates Target: yearly brief and series of regular updates</p>		
	<p><b>Output 1.2</b> <b>Strengthened portfolio-level support and multi-stakeholder cooperation</b></p> <p><b>Output related activities:</b></p>	<p>Output Indicator 1.2.1: Gambia peacebuilding priority areas for 2023 identified and documented through multistage consultations with stakeholders (govt, CSOs UNCT)</p> <p>Baseline: 0</p>	Key peacebuilding actors and projects mapping report	

	<ul style="list-style-type: none"> <li>- Facilitate forward-looking consultations with the UNCT, government and civil society on the strategic peacebuilding needs to inform The Gambia's annual Strategic Report to the PBF.</li> <li>- Map peacebuilding actors and initiatives (UN, Government, CSO, development partners, etc.) and identify thematic and geographical gaps and potential programmatic entry points for PBF-supported peacebuilding initiatives</li> <li>- Support the next update of The Gambia's Conflict and Development Analysis (CDA) in close collaboration with the UNCT, Government, CSO and development partners</li> <li>- Support and provide logistics assistance for the conduct of a PBF portfolio evaluation to be led by PBSO to identify achievements, gaps and lessons learnt</li> </ul>	Target: at least 2 consultations organized (partners, UNCT levels)		
		Output Indicator 1.2.2 A report depicting peacebuilding actors, initiatives, projects and gaps identified through a mapping exercise, produced.	Assessment & Conflict analysis reports	
		Output Indicator 1.2.3: # of ongoing conflict analysis supported with gov't and CSOs	Conflict analysis report, Re-eligibility assessment or renewal report	
		Baseline: 1CDA reports 2018 (updated 2019) in place, Target: contributes to the next CDA update 2023 and overarching peacebuilding indicators		
		Output Indicator 1.2.4 PBF portfolio evaluation and re-eligibility assessment and		

	<p>- Support the analysis and consultative processes to facilitate a possible application of re-eligibility request for the renewal of The Gambia's 5-year eligibility cycle</p> <p>- Support PBSO monitoring missions and donor visits</p>	<p>renewal process for the Gambia supported</p> <p>Baseline: currently eligible up to 2023</p> <p>Target: A Portfolio evaluation and re-eligibility assessment supported.</p>		
		<p><b>Output 1.3</b></p> <p><b>Sustained coordination, information-sharing and synergy-building with key partners</b></p>	<p>Indicator 1.3.1: Joint Government UN-Donor Steering Committee on PBF established and regular meetings instituted</p>	<p>JSC &amp; technical committee set up reports, projects' result summary booklet, UNCT minutes of consultations and coordination meetings organized or facilitated by the PBF team</p>
		<p>Output related activities</p> <p>1.3.1 Organize quarterly coordination meetings at the technical level between</p> <p>1.3.2 Support coordination role of the RC within the framework of peacebuilding programming, with guidance from the Peace &amp; Development Advisor.</p> <p>- implementing UN agencies, the Government, and CSO to</p>	<p>Baseline: 0 (no JSC solely on PBF yet, PBF matters used to be discussed under the UNDAF SC)</p> <p>Target: JSC established and at least 2 PBF JSC meetings a yr.</p>	
			<p>Indicator 1.3.2: A Technical Coordination Committee (UN agencies, Govt, CSOs and PBF) established and meetings instituted</p>	

	ensure synergies between projects during the design and implementation phases. - Document, analyze and disseminate results and lessons learned during PBF project execution (via implementation workshops or mini-retreats, etc.) - Organize, if applicable, of regional meetings within the framework of cross-border projects and ensure coordination with other countries involved.	Baseline: 0 Target: Committee set up and meets quarterly, # of key synergies created		
		Indicator 1.3.3: # of PBF learning workshops organized for synergy building and learnings from projects  Baseline: 2 (2020 and 2022)  Target: 1 annual learning workshop/retreat 2023	Learning workshop report	
		Indicator 1.3.4: A summary booklet of PBF projects' results and lessons produced and disseminated through the annual retreat and other forums Baseline: 1 printed and disseminated during 2022 retreat Target: 1 booklet 2023	Results summary/booklet	
		Indicator 1.3.5  Baseline: Target:		

	<b>Output 1.4</b> <b>Continuous support to project/portfolio-level monitoring and evaluation</b>  Output related activities: - Support the design and implementation of a quality M&E plan for projects and in collaboration with the implementing agencies, conduct regular field missions to monitor PBF projects and deliver mission reports to share with the RCO, agencies and PBSO - Provide recipient organizations with technical support to ensure quality of the semi-annual, and final project reports, using indicators defined in the project document and data collected during field visits - Support independent assessment studies of PBF projects, e.g. "evaluability assessment", a mid-term	Indicator 1.4.1: A consolidated M&E plan for all active PBF projects compiled and shared with agencies to encourage synergies and joint field visit Baseline: 0 Target: 1 consolidated M&E plan compiled	A consolidated quality M&E plan for all PBF projects shared with agencies and partners	
		Indicator 1.4.2: # of projects' M&E plans/activities (baselines, CBM, field visit missions, and final evaluation) supported or organized by the secretariat  Baseline: 4 field visits supported Target: surveys, CBMs, Field visits & evaluations	Number of baselines, CBM, field visits, perception surveys or final evaluation reports	
		Indicator 1.4.3. Timely submission of quality reports ensured through timely follow up, reviews, feedback to projects.  Baseline: 100% of projects are submitted on time Target: 100% timely submission ensured	Timely submission of reports, emails of follow ups and feedback provided	

	<p>review and a final evaluation, noting that the evaluability assessment and the final evaluation are both managed and conducted from Headquarters, but are supported at the national level by a consultant hired locally and the PBF Secretariat; and that the mid-term review will be directly supported by the PBF Secretariat</p> <p>- Facilitate dialogue between beneficiary communities and Steering Committee via community monitoring mechanisms and ensure voices of the beneficiaries are strategically used to promote shared responsibilities.</p> <p>- Ensure knowledge and best practices management and communication via appropriate platforms for future peacebuilding activities</p>	<p>Indicator 1.4.4: Timely submission of annual strategic report after consultation with government, CSOs and UNCT.</p> <p>Baseline: 2 reports submitted (2020 &amp; 2021) Target: 2 report (2022 &amp; 2023)</p> <p>Indicator 1.4.5: # of dialogue sessions facilitated between the JSC and sampled beneficiary communities through CBM</p> <p>Baseline: 0 Target: 1</p> <p>Indicator 1.4.6 Evidence of monitored overarching peacebuilding indicators with relevant partners</p> <p>Baseline: 0 Target 1 report</p>	<p>Copies of Annual Strategic Reports for 2022/2023</p> <p>Field report/CBM report</p>	
--	--	---	--	--

	- Monitor and document broader peacebuilding indicators (beyond PBF projects), in line with the PBF M&E strategy working with a range of partners in charge of monitoring and collecting various sets of data			
<b>Outcome 2:</b> <i>Operational PBF Joint Steering Committee supporting strategic guidance, monitoring and advocacy around PBF projects</i>		Indicator 2a: Evidence of increased engagement and enhanced strategic guidance role of the Joint Steering Committee on the PBF portfolio in the Gambia.  Baseline: medium level Target: high level		
		Indicator 2.b: No of JSC Meetings and Field Monitoring Visits organised  Baseline: 0 Target: 2 (meetings & visits)		

<p><b>Output 2.1</b> Support the Steering Committee and other relevant partners (including at the technical level) to ensure supervision and monitoring of PBF portfolio</p> <p>Output related activities: - Organize regular Joint Steering Committee meetings to assess and evaluate project propositions, M&amp;E and implementation progress of the overall PBF portfolio</p> <p>- Identify and address needs for supervising and strategic guidance capacities and M&amp;E functions of PBF partners such as Steering Committee, national partners, implementing organizations, or any other relevant partner</p> <p>- Ensure PBF mainstreaming questions (such as gender) are considered</p> <p>- Facilitate monitoring missions by Steering</p>	<p>Indicator 2.1.1: # of meetings and PBF priorities/proposals assessed, and strategic decisions taken at the level of the Joint Steering</p> <p>Baseline: no JSC committee established yet Target: 2 meetings and decisions taken by the committees</p>	<p>Minutes of meetings clearly detailing actions and decision taken about the PBF portfolio in the Gambia</p>	
	<p>Indicator 2.1.2: # of M&amp;E missions facilitated for Joint Steering Committee members to assess PBF portfolio implementations progress</p> <p>Baseline: 0 Target: 2 missions</p>	<p>Reports of M&amp;E mission</p>	
	<p>Indicator 2.1.3 capacity needs assessment for JSC and training(s) facilitated</p> <p>Baseline:0 Target:25 persons trained</p>		

<p><b>Outcome 3</b></p> <p><i>Improved visibility and evidence-based advocacy to support catalytic effects</i></p>	<p>Committee to review PBF portfolio implementation</p>	<p>2.1.4: # of PBF monitoring and PBC missions supported</p> <p>Baseline: ongoing</p> <p>Target: 1 Monitoring/Technical missions supported</p>		
		<p>Indicator 3a: Evidence of increased in visibility and collaboration of the PBF programme with stakeholders and more catalytic effects registered.</p> <p>Baseline: minimum interaction with other potential donors</p> <p>Target: more interaction with World bank, EU and other potential donors through RC donor forums with partners showcasing the achievements of the PBF fund</p>	<p>Report of review and consultation meetings, Reports of technical committee meetings, reports of synergy building, and trainings facilitated by the secretariat</p>	
		<p>Indicator 3b: No of donor forums/pledging events organised</p> <p>Baseline: 0</p> <p>Target: 1</p>		

	</			

	<p>understanding on PBF comparative advantage and favor catalytic effects</p> <ul style="list-style-type: none"> <li>- Support resource mobilization efforts of AFPs to follow-up on PBF projects results/impact</li> </ul>	<p>Target: produce online and offline products on the PBF projects results</p> <p>Indicator 3.1.3: Evidence of conference organized for networking and partnership building for catalytic effects</p> <p>Baseline: None Target: 1 Conference organized</p>		
--	---	--	--	--

### Annex C: Checklist of project implementation readiness

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

**For MPTFO Use**

<b>Totals</b>				
	<b>Recipient Organization 1</b>	<b>Recipient Organization 2</b>	<b>Recipient Organization 3</b>	<b>Totals</b>
1. Staff and other personnel	\$ 127,000.00	\$ -	\$ -	\$ 127,000.00
2. Supplies, Commodities, Materials	\$ 61,000.00	\$ -	\$ -	\$ 61,000.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00
4. Contractual services	\$ 90,000.00	\$ -	\$ -	\$ 90,000.00
5. Travel	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00
6. Transfers and Grants to Counterparts	\$ -	\$ -	\$ -	\$ -
7. General Operating and other Costs	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00
Sub-Total	\$ 338,000.00	\$ -	\$ -	\$ 338,000.00
7% Indirect Costs	\$ 23,660.00	\$ -	\$ -	\$ 23,660.00
<b>Total</b>	<b>\$ 361,660.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 361,660.00</b>

<b>Performance-Based Tranche Breakdown</b>				
	<b>Recipient Organization 1</b>	<b>Recipient Organization 2</b>	<b>Recipient Organization 3</b>	<b>TOTAL</b>
First Tranche:	\$ 253,162.00	\$ -	\$ -	\$ 253,162.00
Second Tranche:	\$ 108,498.00	\$ -	\$ -	\$ 108,498.00
Third Tranche:	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 361,660.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 361,660.00</b>
				<b>Tranche %</b>
				70%
				30%
				0%