



**PEACEBUILDING FUND
IMMEDIATE RESPONSE FACILITY**

Project Title: Establishment of a Strategic Advisory Team on SSR in Guinea	Recipient UN Organization: United Nations Office in West Africa (UNOWA) United Nations Development Programme (UNDP)								
Project Contact: Ms. Aïssatou Cissé Yao-Yao, Deputy Country Director, UNDP BP 222, Conakry, Guinée Telephone: + 224 66357923 E-mail : aissatou.yaoyao@undp.org Mr. Nicolas Guinard, UNOWA SSR Advisor UNOWA, Lot 14, Ouest Almadies, BP 23851, Dakar +221.33.869.8556/+221.77.529.4166 guinardn@un.org	Implementing Partner(s): Government of Guinea: Delegated Ministry of Defence; Presidential Cabinet UNDP UNOWA								
Project Number: To be completed by UNDP	Project Location: Conakry, Guinea								
Project Description: In response to a call for assistance from the Guinean leadership to the United Nations, the project aims at providing additional support to the Guinean SSR process at the political level through the setting up of a strategic advisory (political) team on SSR in-country to (i) provide advice and assistance to national authorities in advocating globally for the SSR reform process as well as support resource mobilization exercise for the program and (ii) coordinate efforts with UNDP SSR technical team, other UN partners and the international community in Conakry.	<table border="0"> <tr> <td>Peacebuilding Fund:</td> <td align="right">841,267.17</td> </tr> <tr> <td>UNOWA:</td> <td align="right">0</td> </tr> <tr> <td>Government Input:</td> <td align="right">0</td> </tr> <tr> <td>Total Project Cost:</td> <td align="right">841,267.17</td> </tr> </table>	Peacebuilding Fund:	841,267.17	UNOWA:	0	Government Input:	0	Total Project Cost:	841,267.17
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Total Project Cost:	841,267.17								
Project Start Date and Duration: Given the urgency of the process, the project is expected to start no later than March 2012 for an initial period of six (6) months with possible extension (see ToRs).									
Gender Marker Score: 1 <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved</i>									
PBF Priority Area(s) and Outcomes: Priority Area 1: Support to the implementation of peace agreements and sustained political dialogue. Outcome: <i>The security sector reform program in Guinea is strengthened with increased advisory capacity at the national level and a greater engagement from the international community.</i>									
Outputs and Key Activities: The project is expected to facilitate the SSR implementation process in Guinea by allowing the UN to provide strategic advice and coordinate related activities as requested by the national authorities and the international community. To that effect, the following outputs are expected: OUTPUT 1: The national stakeholders are provided with the necessary policy and strategic advice to effectively implement the national SSR strategy.									

Activity 1: Advise the Government and key national stakeholders in Guinea including civil society, political parties and the *Conseil National de Transition* (CNT) on the development of a national SSR strategy;
Activity 2: Advise the SSR steering committee on the implementation of the national SSR strategy;
Activity 3: Advise the Ministry of Defence on political aspects related to the implementation of the national SSR strategy ;
Activity 4: Advise the President's cabinet on SSR-related issues;
Activity 5: Provide political advice on the reactivation of Civil-Military Committees.





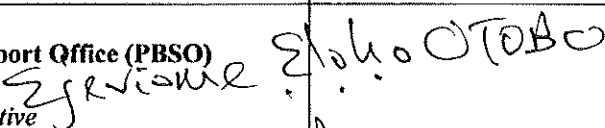
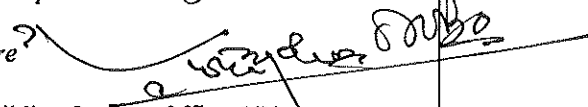
OUTPUT 2: A coherent UN/international support to the national SSR strategy is ensured.

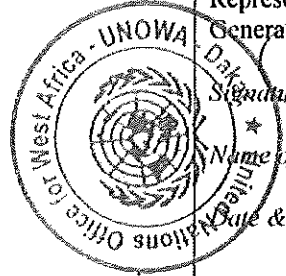
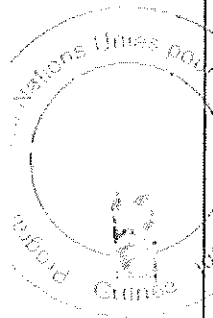
Activity 1: Coordinate closely with UNDP and other UN actors to ensure that technical and political aspects of SSR are included in the national SSR strategy ;
Activity 2: Coordinate with UNDP and other UN actors, as well as key national and international partners to promote a targeted, effective and coordinated support to the national SSR strategy;
Activity 3: Advise the UN leadership in Conakry, Dakar and New York on important matters to ensure effective and coherent support to the national SSR strategy;
Activity 4: Liaise with Government officials, diplomatic community, civil society organizations, and UNCT to promote a targeted, effective and coordinated support to the national SSR strategy ;

OUTPUT 3: Adequate resources for the implementation of the national SSR strategy are mobilised.

Activity 1: Develop a resource mobilization strategy together with the national SSR Strategic Committee and other national stakeholders;
Activity 2: Organize a donor roundtable meeting in Conakry, Guinea;
Activity 3: Maintain regular contact with traditional and non-traditional donors with a view to ensuring an effective implementation of the resource mobilisation strategy.

PROJECT DOCUMENT

<i>(for IRF-funded projects)</i>	
<p>UNDP-Guinea A. Amadou Essé Yob Yao</p> <p>Name of Representative</p> <p>Signature </p> <p>Name of Agency</p> <p>Date & Seal</p>	<p>National Implementing Partner(s) (as relevant)</p> <p>Replace with:</p> <p>Name of Head of Partner</p> <p>Signature</p> <p>Name of Institution</p> <p>Date & Seal</p>
<p>United Nations Office for West Africa (UNOWA)</p> <p>Name of Representative Said Djinnit, Special Representative of the United Nations Secretary General for West Africa and Head of UNOWA</p> <p>Signature </p> <p>Name of Agency UNOWA</p> <p>Date & Seal 20/1/2012</p>	<p>Representative of National Authorities</p> <p>Replace with:</p> <p>Name of Government Counterpart</p> <p>Signature </p> <p>Title</p> <p>Date & Seal  Diane</p>
<p>Peacebuilding Support Office (PBSO)</p> <p>Name of Representative </p> <p>Signature </p> <p>Peacebuilding Support Office, NY</p> <p>Date & Seal 1st March 2012</p>	



COMPONENT 1: Situation Analysis

Guinea's defence and security forces have been a source of instability for the country due to their lack of professionalism, ethnic and generational divergences, as well as records of human rights abuses on civilians. The joint ECOWAS/AU/UN (composed of UNOWA, UNDP and DPKO) Security Sector Assessment (SSA) mission requested by the international community during the transitional period (December 2008–December 2010) resulted in a comprehensive report released on 4 May 2010 to the national transitional authorities. This report constitutes a guideline for the implementation of the security sector reform in Guinea.

The swearing-in of newly elected President Alpha Condé on 21 December 2010 marked the completion of the country's return to constitutional order. Mindful of the importance of reforming the national security and defence forces, President Condé kept the portfolio of national defence under his direct authority. In an official letter to the SRSG for West Africa dated 6 January 2011, President Alpha Condé requested the United Nations' assistance in implementing the security sector reform process in Guinea. In addition, on 24 January 2011, the Government of Guinea formally requested the Peacebuilding Commission (PBC) to support Guinea in three priority areas: 1) Youth and Women Employment Policy; 2) The promotion of national reconciliation and unity, particularly in relation to electoral tensions; 3) the Security and Defence Sector Reform. As a result, Guinea was officially placed on the agenda of the PBC on 23 February 2011 following the PBC Organisational Committee's meeting with Ambassador Sylvie Lucas of Luxembourg as Chair of the Country-specific Configuration for Guinea.

Following the UN Policy Committee meeting on Guinea on 8 February 2011, the Secretary-General decided that *"UNOWA and UNDP, with the support of DPKO and other members of the Inter-Agency Task Force on Security Sector Reform, will support and mobilize resources for the immediate implementation of SSR based on the recommendations of the joint ECOWAS AU/UN assessment report, and in close coordination with Guinea's partners."*

In this context, a national seminar on SSR was organized from 28 to 31 March 2011, with the financial and technical support of UNDP, PBF, UNOWA and DPKO, to review the recommendations from the Joint ECOWAS/AU/UN SSA report and develop an inclusive roadmap for the implementation of the SSR programme. Guinea's National SSR Steering Committee (*Comité national de pilotage de la réforme du secteur de la sécurité en Guinée* (CNP-RSS)) was officially launched on 21 June 2011 by presidential decree. The CNP-RSS is comprised of two Commissions (the Strategic Orientation Commission and the Technical Monitoring Commission) and five sectoral technical committees (Defence, Justice, Police and Civilian Protection, Customs, Water and Forestry). Since its inception, the Strategic Orientation Commission met on 7 and 26 July 2011, and on 7 September 2011 and on 8 November 2011 under the chairmanship of the Prime Minister or the Minister of Defence. In contrast, the Technical Monitoring Commission and the five sectoral technical committees have not held formal meetings due in part to capacity constraints. However, the five sectoral technical committees have finalized their respective action plans as per the national roadmap.

COMPONENT 2: Narrative Section: Project justification

This project is in line with the PBF Priority Plan 1: *Support to the implementation of peace agreements and sustained political dialogue with the view to 'rebuilding technical and human capacity of the national armed forces and police with special attention to equipping and capacity building to promote strict adherence to the Constitution, discipline, civic education, professionalism and human resource management'* (OUTCOME 1).

Efforts to reform the security sector were at the heart of the negotiations during the political transition following the *Conseil National pour la Démocratie et le Développement* (CNDD)

military junta's unconstitutional assumption of power in December 2008. As such, the initial phase of SSR began in earnest in February 2010 with the launch of the joint ECOWAS/AU/UN security sector assessment mission in Guinea. The three-month mission led by ECOWAS, with the support of the UN, identified structural deficiencies in the functioning of the army, police and judiciary which contributed to a culture of impunity for human rights violations, as well as increased mistrust between the security forces and the population. Among other things, the mission identified the need for democratic and civilian oversight, demilitarization of the Guinean Administration, reversal of the abnormally high officer to soldier ratio in the armed forces, return to appropriate roles for the security structures (in particular the police) in relation to the military, as well as a concerted approach to tackle organized crime and work on cross-cutting issues, such as gender and the proliferation of small arms and light weapons.

To date, the UN support to SSR efforts has been mostly technical and has largely been provided by short-term consultants funded by UNDP. This formula has led to a call by Guinean authorities and international partners for greater UN involvement. It is within this context that the President of Guinea has asked the Secretary-General to provide high level political support and strategic advice for the implementation of the SSR process.

In response to the request of the President of Guinea, the Secretary-General has instructed the UN Secretariat to rapidly deploy a permanent UN SSR advisory team for Guinea. In the meantime, UNDP has recruited SSR technical experts to provide technical advice on the SSR programmes and projects. This will allow the UN to provide coherent support at the political, strategic and technical levels and to coordinate international support to the national SSR process as requested by the Guinean authorities.

The team will be led by a senior SSR Adviser at the D-1 level, and will be comprised of an international Political Affairs Officer with experience in SSR, a national Professional SSR Officer, a national Administrative Assistant and a driver.

The team will report directly to UNOWA and will be supported technically by DPKO's SSR Unit and the UNDP Country Office in Guinea. The team will work in close collaboration with UNDP's SSR technical team in Guinea in charge of the programmatic components of the national SSR strategy. A number of specialized experts will be called in on a temporary basis, with skills and expertise in a wide range of areas, including but not limited to defence reform; police reform; justice reform, public finance and auditing; democratic control and civilian oversight; SSR tools, and cross-cutting issues, including gender-mainstreaming and the control of small arms and light weapons proliferation.

Given the prevailing political situation in Guinea, the implementation of this project is critical and no alternative funding has been identified.

COMPONENT 3: Logical Framework (including implementation strategy)

1. Describe the project's sustainability strategy (including an existing funding commitment or concrete steps that will be taken to ensure follow-up funding to sustain the project's impact), and/or an exit strategy.

The sustainability of the project is based on two main pillars: i) the strategic/political advice to the national SSR process; and ii) the political coordination of UN support to the SSR.

i) The high-level political support provided by the SSR Advisory Team should allow the Government to promote the national SSR process nationwide, with a view to ensuring the support of the government, armed forces, political parties and civil society. Also, the strategic advice to

Guinean authorities should lead to the strengthening of the governance of the security sector through the establishment of functional democratic control and oversight mechanisms.

ii) International political and technical support is crucial in supporting SSR. Effective collaboration among stakeholders involved in the SSR process is essential for the successful implementation of the Government of Guinea's SSR programme. Within the UN family, it is critical to ensure a synchronization of efforts between those responsible for the political and technical aspects of SSR. The SSR Advisory Team will coordinate efforts with the technical SSR branch led by UNDP already operational in the field and which involves other UN partners and the international community. The objective of this coordination will be to ensure that UN technical assistance is guided by long-term strategic political vision. Also, the UN should closely coordinate its support with other international (bilateral and multilateral) stakeholders to further strengthen a common approach to the national SSR process, ensure maximization of efforts and avoid duplication. The sustainability of the project will depend on the provision of harmonized UN political and technical support for national SSR programmes.

In response to President Condé's request, the SSR Advisory Team will have responsibility for providing strategic/political advice to the Government's SSR programme and activities, as well as ensuring coherence with UNDP's SSR technical team in charge of conceiving, implementing and monitoring the SSR programmes and projects.

2. A logical framework is required. The following log frame format is recommended:

Part I (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<p>PBF Priority Area 1: <i>Support to the implementation of peace agreements and sustained political dialogue</i></p>			
<p>PBF Outcome(s)</p> <p>The security sector reform program in Guinea is strengthened with increased advisory capacity at the national level and a greater engagement from the international community.</p>	<p>A national vision of the Security Sector Reform is consolidated and converted into a coherent national policy and concrete programmes;</p>	<p>A national strategy on SSR is adopted and endorsed by all stakeholders, including by the civil society;</p> <p>The SSR strategy is implemented on time;</p>	<p>The Defence and Security Forces show respect to democratic governance and accept reform decisions, and political parties demonstrate political will, good faith and a spirit of compromise;</p>
<p>OUTPUT 1: <i>The national stakeholders are provided with the necessary policy and strategic advice to effectively implement the national SSR Strategy.</i></p>	<p>The national stakeholders have a better understanding of the political stakes in the SSR process;</p> <p>The national stakeholders are aware of the importance of the SSR strategy and play their part in its implementation;</p>	<p>Number of meetings of the National Steering Committee (NSC) on SSR;</p> <p>Number of decisions taken by the NSC on SSR in line with the national Strategy and systematically implemented;</p>	<p>The SSR efforts are stalled due to fragile political environment (legislative elections is outstanding and the national reconciliation has stalled);</p> <p>The civil society and political parties are not involved in the SSR process;</p>
<p>OUTPUT 2: <i>A coherent UN/international support to SSR is ensured.</i></p>	<p>Coordination is ensured among UN, international and national strategic partners engaged in SSR;</p> <p>Political aspects of SSR are included in the SSR strategy;</p> <p>UN leadership in Conakry, Dakar and New York are advised on important matters to ensure effective and coherent support to the SSR process;</p>	<p>Number of Regular PTF coordination meetings/work sessions are held and international partners involved in the National Steering Committee meetings;</p> <p>Monthly activities' reports and regular updates are produced by the SSR Advisory Team;</p>	<p>Partners have hidden agendas for the implementation of the SSR programme in Guinea;</p> <p>The 'One-UN' approach fails to be implemented;</p> <p>Lack of information-sharing among partners;</p> <p>Political and programmatic aspects of the SSR process are not harmonized;</p>
<p>OUTPUT 3: <i>Adequate resources for the implementation of the SSR strategy are mobilised.</i></p>	<p>A resource mobilisation strategy is developed with the national SSR Strategic Orientation Commission and other national stakeholders;</p> <p>A donor's roundtable meeting is organized in Conakry;</p>	<p>Number of meetings/work sessions held with national experts, the international financial experts and national stakeholders to develop the SSR strategy;</p> <p>Strategy adopted by the Government;</p>	<p>Donor's roundtable is postponed/does not take place due to a possible political/security crisis in the country;</p>

	Follow-up with donors is ensured for an effective implementation of the resource mobilisation strategy;	The donors endorse the SSR strategy;	
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Part 2 (Implementation Level):

Main Activities	Inputs	Rough Cost Estimate (USD) (optional)	Person(s) responsible for mobilizing inputs
<p><i>1. Provide policy and strategic advice for the implementation of the national SSR strategy:</i></p> <p>Six (6) work sessions with the National Steering Committee (Strategic Orientation and Technical Monitoring Commissions) and the sectoral technical committees on the policy aspects of the SSR strategy;</p> <p>Four (4) work sessions with the CNT and, after legislative elections, with relevant parliamentary committees to the National Steering Committee on the implementation of the SSR national strategy;</p> <p>Three (3) meetings to re-activate the Civil-Military Committees and to raise awareness on the relevance of political process on the SSR strategy;</p> <p>A series of meetings at the grassroots level throughout the country to raise awareness on the importance of SSR in the reconciliation efforts (Labé, N'Zérékoré, Kankan, Conakry, ...)</p>	<p>National Steering Committee, Sectoral Technical Committees, SSR Advisory Team, UNDP Technical Team;</p> <p>CNT/parliamentary committees, National Steering Committee, SSR Advisory Team and UNDP/Guinea;</p> <p>SSR Advisory Team and UNDP/Guinea, civil and military counterparts;</p> <p>SSR Advisory Team, UNDP Guinea,</p>	<p>12,000.00</p> <p>8,000.00</p> <p>3,000.00</p> <p>12,000.00</p>	<p>SSR Advisory Team</p> <p>SSR Advisory Team,</p> <p>SSR Advisory team and UNDP/Guinea</p> <p>SSR Advisory Team</p>
<p><i>2. Coordination</i></p> <p>Twelve (12) coordination meetings with national and international stakeholders on SSR;</p> <p>Six (6) monthly meetings with UN partners engaged</p>	<p>National Steering Committee, SSR Advisory Team, UNDP Technical Team</p> <p>UN partners</p>	<p>24,000.00</p> <p>3,000.00</p>	<p>Senior SSR Adviser</p> <p>SSR Advisory Team, UNDP Technical Team</p>

<p>in SSR in Guinea;</p> <p>Six (6) monthly meetings with international partners on SSR in Guinea;</p> <p>Two (2) trips to Guinea to consult and take stock of work progress as part of the coordination and consultation process;</p> <p>Two (2) trips to Guinea to ensure proper assessment of work progress as per the monitoring and evaluation mechanism foresees.</p>	<p>Diplomatic Community, SSR Advisory Team, UNDP Technical Team</p> <p>Sr. Policy Adviser and a Political Affairs Officer (PBSO/SSRU-DPA/ADII)</p> <p>UNOWA SSR section</p>	<p>6,000.00</p> <p>25,800.00</p> <p>3,400.00</p>	<p>SSR Advisory Team, UNDP</p> <p>SSR Advisory Team, UNDP PBSO DPA</p> <p>SSR Advisory Team, UNDP</p>
<p>3. Resource Mobilization</p>			
<p>1-day donor roundtable meeting in Conakry;</p> <p>Two (2) meetings of three (3) days each for national experts to prepare the roundtable at the national level</p> <p>1-day meeting for SSR Adviser to present the strategy for resource mobilization on SSR to national and international partners on SSR for validation.</p>	<p>National authorities, bilateral and multilateral donors, IFIs, EU, AU, ECOWAS and the UN</p> <p>National Multidisciplinary Experts</p> <p>National authorities, international partners, SSR Advisory Team, UNDP/Guinea;</p>	<p>20,000.00</p> <p>6,000.00</p> <p>5,000.00</p>	<p>SSR Advisory Team</p> <p>SSR Advisory Team</p> <p>SSR Advisory Team</p>

COMPONENT 4: Budget

PBF PROJECT BUDGET (calculated on a 6 months-basis, as per project format)	
CATEGORIES	AMOUNT (US\$)
1. Supplies, commodities, equipment and transport	210,000.00
<i>Office Furniture</i>	15,000.00
<i>Office Supplies</i>	5,000.00
<i>IT Equipment /Communication Costs (Computer, phone, fax, Internet, mobiles, VTC equipment)</i>	30,000.00
<i>1 Vehicle 4x4</i>	90,000.00
<i>1 Vehicle Sedan</i>	60,000.00
<i>Miscellaneous expenses</i>	10,000.00
2. Personnel (staff, consultants and travel)	437,231.00
Staff	362,035.00
<i>1 Director (D-1)</i>	184,700.00
<i>1 International Political Affairs Officer (P-4)</i>	151,250.00
<i>1 National SSR Officer (NO-C)</i>	15,650.00
<i>1 National Administrative Assistant</i>	6,800.00
<i>1 National Driver</i>	3,635.00
Consultants	13,500.00
<i>1 International Consultant (1 month)</i>	10,000.00
<i>1 National Consultant (1 month)</i>	3,500.00
Travel (International)	61,696.00
Plane Tickets	
<i>1 round-trip to NY</i>	5,000.00
<i>6 round-trips Conakry/Dakar</i>	4,600.00
<i>2 round trips Dakar/Conakry (M&E)</i>	1,150.00
<i>2+2 round trips New York/Conakry (Coordination)</i>	20,000.00
DSA	
<i>1 trip to NY, 5 days</i>	1,890.00
<i>6 trips Conakry/Dakar, 3 days/trip</i>	5,346.00
<i>2 trips Dakar/Conakry, 4 days/trip</i>	2,250.00
<i>2+2 trips New York/Conakry, 5 days/trip</i>	5,800.00
Travel (In-Country)	
<i>5,000 liters of fuel</i>	6,300.00
<i>120 days DSA in Guinea [(4staff X 15 days)+(4 Consultants X 15 days)]</i>	9,360.00
3. Training of counterparts / Meetings and Workshops	114,000.00
<i>Meetings (Outputs 2 and 3)</i>	79,000.00
<i>Work Sessions (Output 1)</i>	35,000.00
4. Contracts	N/A
5. Other direct costs: (Monitoring/Evaluation & Communication)	25,000.00
Sub-Total Project Costs	786,231.00
Indirect Support Costs** (7%)	55,036.17
TOTAL	841,267.17

* See the UNDG Harmonized reporting to Donors for Joint Programmes approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note--Annex-D.doc>.

** The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organisation. 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.

COMPONENT 5: Management Arrangements

Project Management and Supervision Arrangements:

The project will be supervised by UNOWA while UNDP will act as RUNO (Recipient UN Organisation), being in charge of the administration of funds allocated to the project.

The SSR Advisory Team in Conakry will be recruited according to UNDP rules and procedures and in close coordination with the SSR Task Force Team in HQ (comprised of UNDP, UNOWA and DPKO/PBSO) and DPA. In order not to delay the overall process, the recruitment should be done through a desk review of selected candidates using the UN/SSR roster and/or other relevant sources.

The SSR Advisory Team is comprised of a senior SSR Adviser, a Political Affairs Officer, a national SSR Officer, a national Administrative Assistant and a driver. It will be based in a Government Ministry to facilitate interaction with national stakeholders.

Local/international consultants will be called upon to provide expertise in specific areas, especially during the initial phase of the implementation of the national SSR strategy.

The SSR Advisory Team will work in close collaboration with national counterparts to ensure local ownership and with international actors to harmonize international support to the process. In addition, it will also coordinate its activities with UNDP SSR technical team with the view to creating a symbiosis between the strategic and programmatic aspects of the reform of the security sector in Guinea. More broadly, the SSR Advisory Team will be supported by UNOWA to which it reports to, as well as PBSO, DPKO/SSR Unit, DPA/Africa II Division and the overall SSR Task Force on Guinea.

Coordination Arrangements:

UNOWA will be responsible for the overall implementation and supervision of project activities. The implementation will be carried out through the Senior SSR Advisor and his team under the direct supervision of the SRSG for West Africa. A formal letter of mission to the Senior SSR Adviser signed by the SRSG will detail the reporting line to be followed, in line with agreed ToRs. At the working level, the UNOWA SSR Adviser will serve as focal point/liaison between UNOWA in Dakar and the Team in Guinea. The SSR Advisory Team will be expected to produce monthly activity reports on its work to the SRSG/UNOWA, which will be shared with the RC and partners at HQ. At the working level, the Political Affairs Officer of the Team will be responsible for preparing daily and weekly reports of activities to be shared with the UNOWA focal point. The UNOWA focal point will conduct 2 trips to Conakry within the project period to monitor and evaluate the activities of the SSR Advisory Team.

The SSR Advisory Team will also liaise with DPA/Africa II Division, DPKO/SSR Unit as well as PBSO. The team will also be expected to contribute to the meetings of the Inter-Agency SSR Task Force/Working Group on Guinea.

The coordination of this project with existing and future SSR projects will be carried out mainly through regular coordination meetings and joint implementation planning to avoid duplication or gaps. Both the SSR advisory and UNDP SSR technical teams will contribute to the development of lessons-learned and best practices which will facilitate the overall implementation of the SSR process and will also contribute to South-South cooperation.

The SSR Advisory Team and the UNDP SSR technical team will meet on a weekly basis to ensure coherence between the political advice and technical support provided to national SSR activities. At the management level, the Senior SSR Advisor and the head of UNDP SSR technical team will meet with the UN Resident Coordinator on a monthly basis to ensure proper coordination in all dimensions and discuss progress of the SSR activities. While the managerial level will participate to

the SSR National Steering Committee meetings, both the SSR advisory team and the UNDP SSR technical team will ensure joint participation at the sectoral technical committees.

The terms of reference of the team are attached to this project document and are an integral part of this project.

COMPONENT 6: Monitoring and evaluation

Monitoring and evaluation will be the responsibility of UNOWA and UNDP in accordance with the project logical framework.

The SSR Advisory Team will have a direct reporting line to the SRSG, Head of UNOWA Office and a dotted line to the UN Resident Coordinator in Conakry.

As part of the monitoring process, UNDP-Guinea, UNDP-BCPR, DPKO/PBSO-SSR and DPA/ADII will be consulted as major UN actors in support of the SSR in Guinea. Experts will be mobilized to ensure the progress of activities and achievement of results, as well as the quality of the process.

In addition, the SSR Advisory Team will work closely with the Coordination Unit of the PBF Guinea, which will ensure its integration into the global mechanisms for coordination, reporting, monitoring and evaluation of the Priority Action Plan. This Unit will also ensure synergies and coherence with other PBF projects and analysis of lessons-learned that will be generated.

It is envisaged that the PBSO Senior Policy Adviser and the DPA Political Affairs Officer will visit Guinea twice during the course of the project to take stock and exchange with the team on the project execution.

According to UNDP rules and procedures, the SSR Advisory Team will produce narrative and financial reports every three (3) months, and an annual report which will be posted on the MPTF-O gateway. At the end of the project, a final impact report will be carried out.

COMPONENT 7: Analysis of risks and assumptions

Many factors that could negatively impact on the implementation of the project were identified. These included (a) Internal dynamics within the military and security forces; (b) Tensions during the legislative elections; (c) Tensions related to the national reconciliation process; (d) Refusal from non-government national actors to take part in the SSR process; (e) lack of funds and; (f) Alienation by the government of national actors including civil society and CNT, in the consultations on the national SSR process;

These eventualities may negatively impact the SSR process, especially for the first three points, and potentially unravel the gains achieved thus far. The last point would affect the holistic and inclusive approach that is sought for in the implementation of the SSR process in Guinea thus making the process too security and defence driven.

The good offices of the UN and the Group of Friends of Guinea should continue to encourage national actors to hold the legislative elections in a timely manner in order to complete the transition period. In addition, the same mechanism should ensure that the Government, opposition parties and actors involved in the reconciliation efforts agree to move the process forward.

Category	Potential Risks	Attenuating Factors
<i>Political</i>	<ul style="list-style-type: none"> • Internal dynamics within the military and security forces; • Electoral related tensions; • Refusal from non-government national actors to take part in the SSR implementation process OR • Alienation by the government of national actors in national SSR process; 	<ul style="list-style-type: none"> • Support the organization of nation-wide sensitization campaigns to the security and defence forces and their families on the SSR process; • Facilitate work sessions with lower ranking officials; • Use of UN's good offices and the Group of Friends of Guinea to encourage the timely conduct of the legislative elections, thus ending the transition in Guinea; • The SSR Advisor will ensure that all non-government national actors are involved in the strategic decisions of the national SSR process;
<i>Social</i>	<ul style="list-style-type: none"> • Tensions around the national reconciliation process; • Difficulties in the establishment/functioning of the civil/military committee; 	<ul style="list-style-type: none"> • Use of UN's good offices and the group of Friend's of Guinea to encourage the government and the non-government national actors to carry out the national reconciliation peacefully; • Support the organization of fairs, 'journées portes ouvertes', sensitization campaigns and other social activities that will facilitate the civil/military interaction;
<i>Economic</i>	<ul style="list-style-type: none"> • Lack of funding from other partners; • Imbalanced funding of specific areas related to SSR such as police, defence forces, and civilian oversight mechanisms; 	<ul style="list-style-type: none"> • Carry out the donor roundtable; • Encourage generic funding for the SSR process in Guinea which will give an equal funding opportunity to all the areas involved in the reform;
<i>Managerial</i>	<ul style="list-style-type: none"> • Duplication of SSR projects by international partners; • Lack of regular information-sharing among national and international SSR actors; • Lack of coordination between the UN strategic and programmatic teams on SSR in Guinea; 	<ul style="list-style-type: none"> • Enforce full participation of partners in regular coordination meetings; • Bypass hidden agendas from international or national partners which could hinder the implementation of the SSR process; • Encourage regular meetings and work sessions between the strategic and programmatic teams on SSR in Guinea;

Exit strategy:

Scenario 1: National capacity is strengthened in order to carry out the political advisory functions to the SSR process. The project's end may be advised following a joint agreement between the Guinean authorities and the United Nations represented by the SRSG for West Africa. This should be based on a review process of the accomplishments achieved by the SSR Advisory Team. Consultations of all national and international stakeholders would be part of the review, which would provide recommendations towards the closure of the project. An end of mission report would then be prepared by the Senior SSR Advisor to be submitted to the SRSG for West Africa, the RC and UNHQ.

OR

Scenario 2: In case of force majeure, the RC and the SRSG of UNOWA will advise on possible suspension of activities in line with directives to all UNCT.

**PEACEBUILDING FUND
ANNEX I**

PROJECT SUMMARY

Project Number & Title:	PBF/TBA Establishment of a Strategic Advisory Team on SSR in Guinea			
Recipient UN Organization:	United Nations Office for West Africa (UNOWA) United Nations Development Programme (UNDP)			
Implementing Partner(s):	Government of Guinea: Delegated Ministry of Defence, Presidential Cabinet United Nations System: UNDP and UNOWA			
Location:	Guinea: Conakry and regions			
Approved Project Budget:	USD 841,267.17			
Duration:	Planned Start Date:	Mid-March 2012		
	Planned Completion:	Mid-August 2012		
SC Approval Date: (Actual Dates)	N/A	MDTF Funds Transfer		Project Activities Start Date
Project Description:	In response to a call for assistance from the Guinean leadership to the United Nations, the project aims at providing additional support to the Guinean SSR process at the political level through the setting up of a strategic advisory (political) team on SSR in-country to (i) provide advice and assistance to national authorities in advocating globally for the SSR reform process as well as support resource mobilization exercise for the program and (ii) coordinate efforts with UNDP SSR technical team, other UN partners and the international community in Conakry.			
PBF Priority Area:	Support to the implementation of peace agreements and sustained political dialogue.			
PBF Outcome:	The security sector reform program in Guinea is strengthened with increased advisory capacity at the national level and a greater engagement from the international community.			
Key Project Activities:	<p>The project is expected to facilitate the SSR implementation process in Guinea by allowing the UN to provide strategic advice and coordinate related activities as requested by the national authorities and the international community.</p> <p>To that effect, the following outputs are expected:</p> <p>OUTPUT 1: The national stakeholders are provided with the necessary policy and strategic advice to effectively implement the national SSR strategy.</p> <p><i>Activity 1:</i> Advise the Government and key national stakeholders in Guinea including civil society, political parties and the <i>Conseil National de Transition</i> (CNT) on the development of a national SSR strategy; <i>Activity 2:</i> Advise the SSR steering committee on the implementation of the national SSR strategy; <i>Activity 3:</i> Advise the Ministry of Defence on political aspects related to the implementation of the national SSR strategy ; <i>Activity 4:</i> Advise the President's cabinet on SSR-related issues; <i>Activity 5:</i> Provide political advice on the reactivation of Civil-Military Committees.</p> <p>OUTPUT 2: A coherent UN/international support to the national SSR strategy is ensured.</p> <p><i>Activity 1:</i> Coordinate closely with UNDP and other UN actors to ensure that technical and political aspects of SSR are included in the national SSR strategy ; <i>Activity 2:</i> Coordinate with UNDP and other UN actors, as well as key national and international partners to promote a targeted, effective and coordinated support to the national SSR strategy;</p>			

	<p><i>Activity 3:</i> Advise the UN leadership in Conakry, Dakar and New York on important matters to ensure effective and coherent support to the national SSR strategy;</p> <p><i>Activity 4:</i> Liaise with Government officials, diplomatic community, civil society organizations, and UNCT to promote a targeted, effective and coordinated support to the national SSR strategy ;</p> <p>OUTPUT 3: Adequate resources for the implementation of the national SSR strategy are mobilised.</p> <p><i>Activity 1:</i> Develop a resource mobilization strategy together with the national SSR Strategic Committee and other national stakeholders;</p> <p><i>Activity 2:</i> Organize a donor roundtable meeting in Conakry, Guinea;</p> <p><i>Activity 3:</i> Maintain regular contact with traditional and non-traditional donors with a view to ensuring an effective implementation of the resource mobilisation strategy.</p>
Procurement:	Contract

