United Nations Peace-building Support Office (PBSO)/ Peace-building Fund (PBF)
PRF PROJECT DOCUMENT

Project Title: Peace-building Fund Secretariat	**Recipient UN Organization(s):** UNDP
Project Contact: Cleophas Torori Address: UNDP Liberia, Mamba Point Telephone: 231 770003776 E-mail: cleophas.torori@undp.org	**Implementing Partner(s) – name & type (Government, CSO, etc):** **United Nations Mission in Liberia (UNMIL)**
Project Location: UN in Liberia	

Project Description: *One sentence describing the project's scope and focus.* Support to the Joint Steering Committee to manage the Peace-building Priority Plan for Liberia	**Peace-building Fund: USD621,670** **Other source:** **Government Input:** **Other:** **Total Project Cost: USD621,670**
	Proposed Project Start Date: December 2015 **Proposed Project End Date: December 2016** **Total duration (in months):[1] 13 months**

Gender Marker Score[2]: ___
Score 3 for projects that have gender equality as a principal objective.
Score 2 for projects that have gender equality as a significant objective.
Score 1 for projects that will contribute in some way to gender equality, but not significantly.
Score 0 for projects that are not expected to contribute noticeably to gender equality.

Priority Plan Outcome to which the project is contributing: Support to the Peace-building Fund Secretariat in Liberia for coordination, technical assistance, communication and M&E

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[1] PRF project duration must be within the approved dates for the Priority Plan.
[2] PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peace-building.

resources (including JSC/PBF Secretariats)

(for PRF-funded projects)	
Recipient UN Organization(s)[4]	**Counterpart Institution**
Name of Representative: *Kamil Kamaluddeen* *Signature* ■■■■■ *Title: Country Director* *Name of Agency: UNDP Liberia* *Date & Seal* **21/·10/2015**	*Name of Counterpart:* *Antonio Vigilante* *Signature* ■■■■■ *Title: DSRSG UNMIL/RC* *Date & Seal* 21/10/2015

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):
(2.1) National reconciliation: (2.1) Democratic Governance: (2.3) Conflict prevention/management:
3:Revitalise the economy and generate immediate peace dividends (Priority Area 3):
(3.1) Employment: (3.2) Equitable access to social services
4) (Re)-establish essential administrative services (Priority Area 4)
(4.1) Strengthening of essential national state capacity: (4.2) extension of state authority/local administration: (4.3) Governance of peace-building resources (including JSC/PBF Secretariats)
[4] If there is more than one RUNO in this project, additional signature boxes should be included so that there is one for every RUNO.

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Length: Max. 15 pages

I. How this project fits within the approved Priority Plan
a) Priority Plan Outcome Area supported
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c) Coherence with existing projects

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a) Project outcomes, theory of change, activities, targets and sequencing
b) Budget
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III. Management and coordination
a) Project management
b) Risk management
c) Monitoring and evaluation
d) Administrative arrangements (standard wording)

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

PROJECT COMPONENTS:

(N.B. 1: All the italicized text on the pages below is to be used as guidance for what should be provided. The actual submission does not need to contain the italicized text.)

I. How this project fits within the approved Priority Plan

a) Priority Plan Outcome Area supported:

This project relates to the 2013-2016 Priority Plan outcome *"Support to the Liberian Peace-building Office (PBO) for coordination, technical assistance, communication and M&E"*, in which the PBO played two distinct but interrelated functions. This project will support the new PBF secretariat located within UN.

The PBF secretariat was moved from UNMIL to the Liberian Peace-building Office (PBO), based at the Ministry of Internal Affairs, in January 2009. Since then, the PBO has supported the Joint Steering Committee (JSC) to oversee and coordinate the implementation of the Statement of Mutual Commitments (SMC), the related Liberia Peace-building Programme (LPP) 2011-2013 and the PBF priority plan 2013-2016. In April 2015 the PBF Joint Steering Committee in Liberia decided to detach the PBF secretariat from the PBO as recommended in the 2014 PBO evaluation and move it back to the UN.

By moving the PBF secretariat back to the UN the PBF secretariat will be responsible to effectively coordinate, in collaboration with the Liberia PBO Office at the MIA and the Justice and Security Programme Management Unit at the Ministry of Justice/Judiciary; with all key actors implementing the PBF Priority Plan, including the various Government institutions and agencies, civil society organizations, UN agencies and donors. The main project focus of the PBF secretariat in Liberia will be to ensure overall coordination, undertake monitoring and reporting of the Priority Plan at the outcome level, support evaluative exercises, as well as provide capacity building in peace-building programming and communication of all Priority Plan outcomes and results.

The PBF secretariat will be accountable to the JSC and PBSO, and report to the JSC co-chairs.

The PBF secretariat will continue to cooperate closely with the PBO as the Government's Peace-building Adviser and Programme Management Unit for the Reconciliation Programme as well as with the Programme Management Unit for the Justice and Security Joint Programme.

The PBF secretariat will also be responsible to coordinate with other donors to ensure better complementarity among donors supporting peace-building activities in Liberia.

This section outlines which Outcome Area of the Priority Plan is being supported by this project and how.

b) Rationale for this project:

Since the establishment in 2009, the PBO, based within the Ministry of Internal Affairs, has had two main functions: PBF Secretariat and Government of Liberia's Peace-building Office (including the Programme Management Unit for the Reconciliation Programme) with two reporting lines, the JSC (and PBSO) and the Ministry of Internal Affairs. In 2013, PBSO decided to evaluate the PBO to examine, as systematically and objectively as possible, the relevance, effectiveness, efficiency, appropriateness and sustainability of PBO's support to Peace-building. The aim was to help PBO and PBSO to identify the best structure and range of support activities to use during the implementation of the current and future tranches of PBF support. The evaluation, conducted in 2014, concluded that because of PBO's multiple functions, PBO works

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in a complex context, characterized by the existence of many and sometimes conflicting priorities which affects its performance. It also concluded that PBO's several reporting lines and competing priorities has had an impact on JSC's role to effectively exercise oversight over PBF implemented projects and the JSC's ability to make adequate decisions on the implementation of the Liberia Peace building Priority Plan 2013-2016[5].

On the contrary, the evaluation concluded that PBO has performed its role as the Government's Peace-building Office, supporting and representing the Government on Peace-building issues, both nationally and internationally, in an excellent way.

Based on these and other findings and conclusions, the evaluation recommended that one of PBO's main tasks, PBF the JSC secretariat, should be detached from PBO and moved back to the UN. The JSC endorsed this recommendation in April 2015. To detach the PBF JSC secretariat from the PBO will enable the PBO to focus on its role as the Government's Peace-building Office, including the role as Programme Management Unit for the Reconciliation Programme.

This section summarizes briefly why this project is the best way to achieve/contribute to the relevant Priority Plan Outcome Area.

c) **Coherence with existing projects:** *This section lists any other PBF projects which are supporting the same Priority Plan Outcome Area and explains how coherence/ complementarity between them will be ensured. Using Table 1, the section then provides a list of other (non-PBF) peace-building activities in the same outcome area and identifies any gaps.*

Table 1 – Mapping of peace-building activities and gaps

Outcome area	Source of funding (Government/ development partner)	Key Projects	Duration of Projects	Budget in $	Description of major gaps in the Outcome Area, programmatic or financial
Ex. : Professionnalise the police force	*1) The Gov of Brazil* *2) UNIOGBIS + UNDP*	*1)Brazil: Support to police and military academies* *2)UNIOGBIS: Technical assistance to police reform and reform of the armed forces;*	*1) 2 years : from March 2009 to February 2011* *2) 1 year: from September 2010 to August 2011*	*1) 2 Million* *2) 4 Million*	*US$1 million ($450,000 minimum estimated per court and $100,000 for equipment) to complement 2 courts already rehabilitated with EU support)*

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[5] 2014 Evaluation of Liberia PBO Office

II.   Objectives of PBF support and proposed implementation

a)   Project outcomes, theory of change, activities, targets and sequencing:
Provide an overview for each of the intended project outcomes, including the following:
(i) a clear Outcome Statement;

By establishing a new PBF secretariat within UN will enable the secretariat to facilitate JSC functioning and oversight and perform its main functions independently from implementing agencies. The PBF secretariat's four main tasks are: 1) preparing, convening and facilitating JSC meetings and follow up on decisions taken by the JSC; 2) effectively reporting on, monitoring and evaluating the Priority Plan acting as the key focal point for communication with the PBSO on the Liberia Peace-building Priority Plan 2013-2016; 3) In consultation with the Liberia PBO and the Justice and Security PMU identify bottlenecks in project implementation and ensure remedy. ; 4) Support the PMUs to undertake capacity building in peace building programming and communication of all Priority Plan results.

(ii) 'Theory of Change' explaining the underpinning logic and causal chain for the change this outcome is seeking;

Establishing a new PBF secretariat will provide support to the JSC and the implementation of the Liberia Peace-building Program (LPP) Peace-building Priority Plan 2013-2016 (this also includes support to implementation of projects that fall under the 2011-2013 Priority Plan that have not been completed) independent from any of the implementing agencies. With PBF support, the PBF secretariat is expected to fulfill its key mandate, contributing to quality programme results and enhanced coherence, collaboration and synergies among the various peace-building initiatives and actors.

(iii) expected content of the support, including the scope and scale of support, target groups, geographical scope, focus of support, envisaged modalities of support/ implementation approach, with a justification for the proposed approach.

Liberia is currently implementing its second Priority Plan which expires in December 2016. The new PBF secretariat will strengthen the coordination mechanisms, improve information flow between the various stakeholders and closely follow up decisions made by the JSC. It is also imperative that the PBF secretariat coordinates closely with PBF implementing teams, both individually and jointly, to identify progress and challenges in project implementation, create necessary synergies between them and support the teams if there are needs to adjust project activities. The PBF secretariat should also work together with the teams to ensure that project funds are spent in the most cost-effective and sustainable way and report to the JSC if implementation differs from original project document or if it is clear that original project document has to be changed to achieve intended results.

When reviewing and analyzing concept notes, project proposals and project revisions, including filling out technical review forms, the PBF secretariat shall consult a technical committee, comprising of relevant partners decided by the JSC. The technical committee will meet on an ad hoc basis.

The PBF secretariat will have an important role in the next project period, especially during UNMIL transition, when more attention needs to be given to long term peace-building activities in the absence of a peacekeeping mission. The PBF Secretariat will work closely with the PBO and the Justice and Security Joint PMU to draw out long term and doable strategy based on the reconciliation roadmap for peace building, healing and reconciliation that will enable lasting peace, social cohesion and fosters rule of law in Liberia. It will further coordinate with other development partners to ensure better complementarity of peace building activities in Liberia.

The PBF secretariat will frequently coordinate and cooperate with PBO, as the Government's Peace-building Adviser and the Programme Management Unit for the Reconciliation Programme as well as with the Programme Management Unit for the Justice and Security Joint Programme in the implementation of activities so as to strengthen communications and facilitate synergies in the overall peace building programs.

The PBF secretariat will be based at UN in Monrovia and will comprise of 1 international (PBF Programme Coordinator) and 3 national staff members (Peace building Officer, Monitoring and Evaluation Officer and Administrative Assistant), paid by PBF – through a dedicated line of the Priority Plan - and be responsible for: .

- Providing JSC with secretarial and administrative support, including organizing meetings, recording minutes and sharing documents with members of the JSC
- Documenting, communicating and ensuring follow-up of the JSC's decisions, particularly ensuring submission of appropriately signed and complete documentation on approved projects to the UNDP MDTF Office
- Maintaining a database on projects and implementing partners
- Reviewing and analyzing concept notes and project proposals, filling out the technical review forms (following a consultation with/ assessment by the Technical Committee or a relevant sub-Committee thereof), and submitting recommendations to the JSC
- In collaboration with the J&S PMU and the Liberia PBO support inter-project coordination and providing guidance to Recipient UN Organizations on common methodology for project design, monitoring and evaluation and related issues
- Establishing a Monitoring and Evaluation Plan for the Priority Plan working with sector PMUs and regularly tracking the progress against the Priority Plan indicators and outcomes and making recommendations for improvements, if deemed necessary
- Liaison with sector PMU, the Government and key stakeholders to assist the design and implementation of the PBF support
- Identifying problems in relation to project implementation, delivery and management and advising the Technical Committee and the JSC on appropriate action, with follow up and reporting back on progress or lack thereof
- Reviewing reports and status updates from projects and providing quality assurance of reports and advice to RUNOs
- Acting as a local repository of knowledge regarding the rules and regulations of the PBF and related management arrangements
- Supporting the Liberia PBO as necessary to ensure linkages of PBF to national peace-building processes and strategies
- Promoting PBF awareness especially amongst Government and civil society and international partners
- Coordinate with other donors with and through the reconciliation and justice sector coordination mechanism to ensure better complementarity among donors supporting peace building activities in Liberia
- On request, providing information to PBSO on progress with implementation and other information, to assist with PBSO briefings and reporting
- Supporting the logistics of a possible PBSO evaluation of the PBF support to Liberia
- Under the guidance of the JSC and with input from the Technical Committee and RUNOs, drafting the annual JSC report on Priority Plan implementation, to be submitted to PBSO on 1 December every year
- Any other related tasks as directed by the JSC Co-Chairs.

Target groups

The target groups will the national authorities in Liberia and the UN. The key beneficiary is the JSC, comprising of twenty-two members representing Governmental institutions, civil society organizations, bilateral partners, UNMIL and UN agencies as well as project beneficiaries.

UN agencies that would implement PBF projects and their implementing partners would be among the beneficiaries of this project, particularly staff working on coordination and communication as well as monitoring and evaluation.

Other beneficiaries of this project include PBO and PMU for Justice and Security, development partners and other stakeholders who do not directly participate in the implementation of the projects but may benefit from increased coordination in the area of peace-building.

The project staff will coordinate with the J&S PMU and Liberia PBO to liaise closely with the project managers of PBF supported projects to support implementation and ensure linkages of projects with geographical or substantive complementarities.

b) **Budget:** *Provide the envisaged project budget, using the two tables below: (1) output/activity by activity budget and (2) UN Categories budget. Provide any additional remarks on the scale of the budget and how value-for-money is being ensured, referring to the Value for Money checklist.*

Table 2: Project Output/Activity Budget

Outcome 1: Peace-building Secretariat provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.				
Output number	Output names	Output budget by RUNO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
Output 1.1	The PBF secretariat effectively coordinates JSC meetings and follows up on decisions taken by the JSC.	Recruitment and deployment of staff PBF Coordinator (P4)-for 12 months PBF National Officer (12 months) National M & E Officer (12 months) PBF Administrative Assistant (12 months) Driver- 12 months Equipment Office supplies Operational expenses (fuel, vehicle maintenance, vehicle insurance; rent &	Staff and other personnel costs 260,000 39,000 32,500 13,000 6,500 10,000 10,000 40,000	

		utilities)		
Output 1.2	Priority Plan effectively monitored, reported on and evaluated	In coordination with Liberia PBO and J&S PMU conduct quarterly & annual review/ monitoring visits to assess progress of PBF projects	25,000	Travel
				Travel
		Support M & E Trainings for PBF projects staff and partners.	15,000	Contractual services
		Conduct perception survey -	100,000	
Output 1.3	Capacity building in peace-building programming and communication of all Priority Plan results.	Support the training in peace-building programming to partners and PBF projects staff (National & International)	20,000	Travel
		Communication cards	5,000	Contractual services
Output 1.4	Bottlenecks in project implementation identified and remedied	Technical/consultative meetings with the PMUs and IPs	5,000	Contractual services
Outcome 2:				
Output 2.1				
Output 2.2				
Output 2.3				
Etc.				
TOTAL				

Table 3: Project budget by UN categories

CATEGORIES	Amount PBF	TOTAL
1. Staff and other personnel	351,000	
2. Supplies, Commodities, Materials	10,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	10,000	
4. Contractual services	110,000	
5.Travel	60,000	
6. Transfers and Grants to Counterparts	-	
7. General Operating and other Direct Costs	40,000	
Sub-Total Project Costs	581,000	
8. Indirect Support Costs*	40,670	
TOTAL	621,670	

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

c) **Capacity of RUNO(s) and implementing partners:** *This section should provide a brief description of the RUNO capacity in the Country, including the overall annual budget (regular and emergency) and the staff. It should include its peace-building expertise, its previous experience with joint programming and an outline of its strengths/ value-added, which will be put to use in the project implementation. It should also outline the M&E capacity. This section should also outline any additional implementing partners, including their role and experience and how the RUNO will provide quality assurance. Please use the following table for the RUNO budged and add rows if more than one RUNO.*

Table 4: Overview of RUNO funding in the country				
	RUNO 1: NAME? UNDP/Liberia	Key Source of Funding (government, donor etc)	Annual Regular Budget in $	Annual emergency budget (e.g. CAP)
Previous calendar year	2014	PBF	7,046,676	
Current calendar year	2015	PBF	4,697,316	

III. Management and coordination

a) **Project management:** *This section identifies the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. If need be, an organogram can be included to help understand the structures.*

The PBF secretariat is accountable to the Joint Steering Committee and PBSO and reports to the JSC co-chairs.

UNDP Deputy Country Director Programme in his capacity as substantive head of Programme, will ensure leadership of the entire PBF process under the overall guidance of the Resident Representative/UN Resident Coordinator. The CO also has operations capacity in terms of procurement, human resources, finance, and administrative support. The support will be complimented by the international and national staff that will be recruited and work full time at the secretariat.

UNDP will also as the Recipient UN Organization ensure quality assurance of the projects under the guidance of the Team Leader for Governance and Public Institutions and overall leadership of the Deputy Country Director for Programme.

b) **Risk management:** *This section sets out the main risks that may jeopardize project implementation, their likelihood, severity, and risk management, including responsibility for risk management/ mitigation. Risks should include those of a political and external nature as well as those of programmatic nature. Use the table below for risk mapping. The risks should include Do No Harm considerations, including any potential negative consequences due to the project design and implementation in the fragile and post-conflict setting.*

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
JSC unable to exercise necessary oversight and accountability over PBF project implementation	Medium	High	Prepare a comprehensive work plan and results framework for the PBF secretariat and keep the JSC informed of achievements and challenges on project implementation.
Implementation of Priority Plan priorities is delayed because of focus on UNMIL transition	High	High	Create synergies between PBF project implementation and transition related activities to support and accelerate implementation.
The JSC is unable to meet regularly because of JSC members' competing priorities	Low	Medium	PBF secretariat preparing a yearly WP including a meeting schedule.
Timely recruitment of qualified staff	Medium	Medium	Have discussions on interim measures before regular staff has been hired.
High turnover of staff	Low	Medium	Strong monitoring and evaluation plan to ensure plans are met.

c) **Monitoring & Evaluation:** *This section sets the M&E arrangements and responsibilities for the project, including the persons who will be responsible for the collection and analysis of data, the kind of means of verification envisaged and the budget being set aside for M&E.*

Effective and timely monitoring, reporting and evaluation of the project will be ensured by the national M&E officer in collaboration with key stakeholders, including the RUNO, based on the performance indicators as included in the Results Framework below.

Overall, the M&E officer within the PBF secretariat will focus on the following key activities during the project period:

- Providing technical advice and assistance in monitoring, reporting and evaluation to national and international partners.
- M&E capacity building of national and international partners through trainings and other learning events in close cooperation with PBO and PMU for the Justice and Security Joint Programme.
- Working with sector PMUs conduct monitoring visits on a regular basis to assess progress of PBF projects.
- Provide technical support to partners where necessary in preparing the half-yearly reports for the PBF projects.
- Support the PBO and the PMU for Justice and Security to conduct the remaining Justice and Security Public Perception Surveys

A specific M&E Plan will be developed (as per Template 4.1) based on the project's Results Framework. The M&E Plan identifies how the various indicators will be tracked, stating clearly who is responsible for what and when.

It is expected that the M&E officer closely cooperates and coordinates activities with PBO and PMU for the Justice and Security Joint Programme.

> *In addition, please use the table annexed to this template (Annex 2) to set out the Results Framework. For additional information on Results Frameworks, see Section 7 of the PBF Guidelines. This project Results Framework should also serve the purpose to complete the second phase of the Priority Plan Results Framework.*

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

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

AA Functions

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

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

- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;

- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);

- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

- Bi-annual progress reports to be provide no later than 15 July;

- Annual and final narrative reports, to be provided no later than three months (31 March) after the end of the calendar year;

- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;

- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.

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

Ownership of Equipment, Supplies and Other Property

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

Annex B – PRF Project Results Framework

Country name: Liberia

Project Effective Dates: 1 December 2015– 31 December 2016

Brief Theory of Change: Establishing a new PBF secretariat will provide support to the JSC and the implementation of the Peace-building Priority Plan 2013-2016 independent from any of the implementing agencies. With PBF support, the PBF secretariat is expected to fulfill its key mandate, contributing to quality programme results and enhanced coherence, collaboration and synergies among the various peace-building initiatives and actors.

Outcomes	Outputs	Indicators	Means of Verification	Year 1		Year 2		Milestones
Outcome Statement 1: Peace-building Secretariat provides effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.		Outcome Indicator 1 a Number of JSC Annual Reports submitted within 7 days of the deadline Baseline: 0 Target: 2	Transmittal e-mail to PBSO	X		X		
		Outcome Indicator 1 b Number of JSC Annual reports rated as "acceptable" by PBSO review team Baseline: 0 Target: 2	Report review matrix (PBF)	X		X		
		Outcome Indicator 1c: Key partners satisfied with level and timeliness of PBF secretariat communication and coordination Baseline: No data available Target: (for example % of partners satisfied)	Annual partnership survey (for example)			X		
	Output 1.1 The PBF secretariat effectively coordinates JSC meetings and follows up on decisions taken by the JSC.	Output Indicator 1.1.1 Number of JSC annual reports Baseline: 0 Target: 2	JSC annual reports	X		X		
		Output Indicator 1.1.2 Percentage of JSC members who provide feedback on JSC Annual Reports Baseline: No data available Target: 70%	Email communication from members on JSC reports	X		X		
		Output Indicator 1.1.3 Number of JSC action points followed up by the	Reports to JSC-members and JSC	X	X	X	X	

Output 1.2 Priority Plan effectively monitored, reported on and evaluated	secretariat Baseline: 0 Target: 100% (is this reasonable?)	minutes								
	Output Indicator 1.2.1 Number of M&E trainings conducted by the PBF secretariat Baseline: 0 Target: 2 (2 in 2016?)	M&E training reports			X		X			
	Output Indicator 1.2.2 Number of half yearly and annual PBF project reports under the Priority Plan 2013-2016 submitted to PBSO Baseline: 0 Target: 2 reports (June 2016, December 2016) times 8 projects (dependent on the extension of projects) 24	PBF project reports	X		X		X			
	Output Indicator 1.2.3 Number of J&S public perception surveys conducted? Baseline:0 (not counting the ones already conducted) Target: 2	Public Perception Survey Reports			X		X			
	Output Indicator 1.2.4 Number of people attending the M&E training implementing and strengthening M&E systems in their institution Baseline: X (need to ask those attending previous trainings Target: 80% (?)	Follow up reports from M&E trainings			X		X			
Output 1.3 Capacity building in peace-building programming and communication of all Priority Plan results.	Output Indicator 1.3.1 Number of trainings in peace-building programming provided to implementing partners Baseline:0 Target:2	Training reports			X		X			

			Q1	Q2	Q3	Q4
	Output Indicator 1.3.2 Number of coordination meetings with implementing partners, NIPs and RUNOs, to communicate Priority Plan results. Baseline:0 Target:10 (twice every quarter)	Meeting minutes	X	X	X	X
	Output Indicator 1.3.3 Number of implementing partners attending trainings in Peace-building Programming using knowledge from trainings to improve project implementation Baseline: X (need to check if possible to measure from other trainings) Target: 80% (?)	Follow up reports from trainings		X		X
Output 1.4: Bottlenecks in project implementation identified and remedied.	Output Indicator 1.4.1 Number of individual meetings with project implementing teams to identify bottlenecks in project implementation and finding solutions (number of bottlenecks identified and remedied) Baseline: 0 Target: 10 (2 per quarter)	Meeting minutes	X	X	X	X
Outcome Statement 2: [one-line description of outcome]	Outcome Indicator 2 a Baseline: Target:					
	Outcome Indicator 2 b Baseline: Target:					
	Outcome Indicator 2 c Baseline: Target:					
Output 2.1	Output Indicator 2.1.1					

	Baseline: Target:		
	Output Indicator 2.1.2		
	Baseline: Target:		
	Output Indicator 2.1.3		
	Baseline: Target:		
Output 2.2	Output Indicator 2.2.1		
	Baseline: Target:		
	Output Indicator 2.2.2		
	Baseline: Target:		
	Output Indicator 2.2.3		
	Baseline: Target:		
Output 2.3	Output Indicator 2.3.1		
	Baseline: Target:		
	Output Indicator 2.3.2		
	Baseline: Target:		
	Output Indicator 2.3.3		
	Baseline: Target:		