PEACEBUILDING FUND (PBF)
END OF PROJECT REPORT
COUNTRY: Guinea Bissau
REPORTING PERIOD: 16 November 2014 - 15 November 2015

Programme Title & Project Number
Programme Title: 2015PBF/IRF-70:National Commission for Planning and Strategic Coordination in Guinea Bissau; Project ID: 00087798 Programme Number *(if applicable)* MPTF Office Project Reference Number:[1]

Recipient UN Organizations	Implementing Partners
List the organizations that have received direct funding from the MPTF Office under this programme: UN DPA (UNIOGBIS)	List the national counterparts (government, private, NGOs & others) and other International Organizations: Office of the Prime Minister, UNDP, UNIOGBIS

Programme/Project Budget (US$)	Programme Duration
PBF contribution (by RUNO) **$470,265**	Overall Duration *(months)* 21 months
Government Contribution *(if applicable)*	Start Date[2] *(dd.mm.yyyy)* 30th September 2013
Other Contributions (donors) *(if applicable)* **USD 548,700 (DPA**	Original End Date[3] *(dd.mm.yyyy)* 30 September 2014
TOTAL: USD 1,018,965	Final End date[4] *(dd.mm.yyyy)* 05 July 2015

Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Mid-Term Evaluation / Review - if applicable *please attach* ☐ Yes ☐ No Date: End of project Evaluation– *if applicable please attach* ☒ Yes ☐ No Date: 09 November 2015	Name: Ana Carvalho Title: Special Assistant DSRSG/P

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[1] The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the MPTF Office GATEWAY

[2] The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY

[3] As per approval of the original project document by the relevant decision-making body/Steering Committee.

[4] If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

Participating Organization (Lead): UNIOGBIS
Email address: filipa@un.org

PART 1 – RESULTS PROGRESS

1.1 Assessment of the project implementation status and results

For PRF projects, please identify Priority Plan outcome and indicators to which this project has contributed:

Priority Plan Outcome to which the project has contributed.
Priority Plan Outcome indicator(s) to which project has contributed.

For both IRF and PRF projects, please rate this project's overall achievement of results to date: on track

For both IRF and PRF projects, outline progress against each project outcome, using the format below. The space in the template allows for up to four project outcomes.

<u>Outcome Statement 1:</u> Enhanced government capacity to resume socioeconomic development and provide public services through the strengthening of structures in the areas of strategic planning and coordination of external aid

Rate the current status of the outcome: on track

| Indicator 1:

Level of quality of public services delivered by the state

Indicator 2:

Indicator 3: | Baseline: Low quality of services provided
Target: Medium quality of services provided
Progress:Institutional coordination strenghten and an institutional framework for a National Agency on Strategic Development and for the coordination of external assistance developed and presented to the Prime-Minister for approval.

Baseline:
Target:
Progress:

Baseline:
Target:
Progress: |

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit).Outputs are the immediate deliverables for a project.
During the execution of this project the task force delivered the following outputs: (1) review of the Stabilization and Development Plan produced by the CNPCE in order to incorporate the consensus reached by the CNPCE into the planning documents produced by the new government; (2) participated in the preparation of the Round Table and contributed to the working groups created to develop the proposals to be submitted to the international partners; (3) Organized and produced a report of the workshop on coordination of external assistance and the statute of the Strategic Planning Agency (3) Organized and produced a report of the study tour to Dakar detailing the good practices and challenges related national development planning, aid coordination and management; (4) Developed a concept note of the National Agency on Strategic Development (NASD) and the draft Statutes of the NASD, including its organogram and budget.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The new elected government requested an amendment of this project to incorporate new outputs and approved, on 11 September 2014, a Decree-Law creating a Committee to install the Strategic Planning Agency (CI-EPA) with the main purpose of creating the conditions for its effective installation. The committee would have the following tasks: (1) establishing its own internal regulations, including work plan and budget; (2) prepare the proposal of the Agency's statutes; (3) assist in the preparation of the Round Table. Although for administrative reasons, the implementation of the amended project was delayed, the office of the Prime Minister recruited the task force in January 2015, following a public tender that was supported by UNIOGBIS. Since January 2015, the team supported the office of the Prime Minister and accomplished all assigned tasks.

The task force started by reviewing the Stabilization and Development Plan produced by the CNPCE in order to incorporate the consensus reached by the CNPCE into the planning documents produced by the new government. They actively participated in the preparation of the Round Table and contributed to the working groups created to develop the proposals to be submitted to the round table. After the organization of the Round Table, the task force held consultations and organized one workshop in order to discuss and develop the proposal on the establishment of a Strategic Planning Agency and a proposal on coordination of external assistance. The task force also organized a study tour to Dakar in order to learn and discuss good practices and challenges related national development planning, aid coordination and management. The conclusions of the workshop and the report of the study tour were presented to the Prime Minister and his cabinet and discussion were held in order to build a consensus on the concept of the agency and the mechanisms for coordination of external assistance. These studies and consultations served as the basis for the final draft that was produced by an International Consultant and presented to the Prime Minister for approval.

Through the implementation of their tasks the team contributed to strengthen institutional coordination. If approved by the Council of Ministers the Statute od the National Agency on Strategic Development and the draft institutional framework for the coordination of external assistance that were developed by the task force will be a major contribution for achieving the outcome of this project. They will contribute to the strengthening of the structures in the areas of strategic planning and coordination of external assistance and will have a considerable impact on the ability of the Government to resume socioeconomic development in Guinea-Bissau and improve the provision of basic public services to the population in the medium-term.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

After the election, the newly elected government requested the extension of the project with some new outputs; the project document was amended accordingly. However, the amended document was approved with delays, which lead to a postponement of the starting date of the implementation of the project. As a result some of the planned activities could not be implemented, such as the travel for the round table preparations. A extension of the project

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was requested by the Prime-Minister in order to finalize the documents and seek their approval in the Council of Minister. The political instability that lead to the dismissal of the government in August 2015, did not allow for the extension to be formally submitted and therefore although the draft decree law was finalized it was not submitted to the Council of Ministers for approval. The project document identified political instability as a medium risk with a high impact in the implementation of the project. The mitigating strategy proposed, the continued use of the SRSG's good offices and the dialogue between the DSRSG/P and the Prime Minister helped maintaining the project on track and, also, to maintain the strengthening of the structures in the area of strategic planning and coordination of external assistance as a priority of the new government that was inaugurated in September 2015. There is therefore an expectation that the documents produced by the task force will be approved by the new government.

Outcome Statement 2:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit).Outputs are the immediate deliverables for a project.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

Outcome Statement 3:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit).Outputs are the immediate deliverables for a project.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

Outcome Statement 4:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target:

	Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit).Outputs are the immediate deliverables for a project.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

1.2   Assessment of project evidence base, risk, catalytic effects, gender at the end of the project

<u>Evidence base</u>: What was the evidence base for this report and for project progress? What consultation/validation process has taken place on this report *(1000 character limit)?*	This report was based on reports previously submitted to the PBSO and in consultations with the members of the Task Force and the Office of the Prime Minister. It is also based on the documents approved by the council of Ministers, namely the Decree-Law creating a Committee to install the Strategic Planning Agency (CI-EPA), approved on the 11 September, which institutionalized the Task Force. The documents produced by the Task force also provided material for this report, namely the report of the workshop on coordination of external assistance and the statute of the Strategic Planning Agency, the report of the study tour to Dakar detailing the good practices and challenges related national development planning, aid coordination and management; the concept note of the National Agency on Strategic Development (NASD) and the draft statutes of NASD that include the organogram and budget proposals.
<u>Funding gaps</u>: Did the project fill critical funding gaps in peacebuilding in the country? Briefly describe. *(1500 character limit)*	Yes. The project filled critical funding gaps in peacebuilding in the country, as it helped to ensure that a convening high-level political space was established to ensure that clearly strategic goals guide the newly established governmet and are presented to the international partners. It also provided the space for a discussion and development of a proposal for a coordination mechanism established by broad consensus.

Catalytic effects: Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/ accelerate peace relevant processes? Briefly describe. *(1500 character limit)*	During the reporting period the Task Force contributed to the development of the Strategic and Operational Plan 2015-2025 (Terra Ranka), which was presented to the round table, held in Brussels, and for which partners pledge 1.5 billion US dollars.

Since the round table, the Task Force worked, with UNDP, the Ministry of Economy and the Ministry of Foreign Affairs and Cooperation, on the creation of a follow up mechanism to monitor the implementation of the Strategic and Operational Plan.

The workshop on Coordination of External Assistance and implementation of the Strategic and Operational Plan held on the 10 and 11 June 2015, as well as the Study tour to Dakar, served as a basis for the developing of an institutional mechanism to follow up on the results of the round table. This proposal was streamlined by an International consultant and presented to he Prime Minister.

PBF allocation was catalytic in accelerating the establishment of an institutional mechanism for the organization of the Round Table and the development of follow up mechanisms and contributed to greater coherence among partners in line with the Security Council Resolution determining UNIOGBIS's mandate. |
Risk taking/ innovation: Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result? *(1500 character limit)*	
Gender marker: How have gender considerations been mainstreamed in the project to the extent possible? Is the original gender marker for the project still the right one? Briefly justify. *(1500 character limit)*	Although there was only one woman represented in the task force, the gender dimention was taken into consideration in the documents presented by the task force. Furthermore the Strategic and Operational Plan (Terra Ranka) has specifc programs where gender issues are adressed.
Other issues: Are there any other issues concerning project implementation that should be shared with PBSO? This can include any cross-cutting issues or other issues which have not been included in the report so far. *(1500 character limit)*	

1.3 INDICATOR BASED PERFORMANCE ASSESSMENT*: Using the **Project Results Framework as per the approved project document**- provide an update on the achievement of key indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, state this and provide any explanation in the qualitative text above.* (250 characters max per entry)

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1 Enhanced government capacity to resume socio economic development and provide public services through the strengthening of structures in the areas of strategic planning and coordination of external aid	Indicator 1.1 Level of quality of public services delivered by the stat	Low quality of services provided	Medium quality of services provided	Institutional coordination strenghten and an institutional framework for a National Agency on Strategic Development and for the coordination of external assistance developed and presented to the Prime-Minister for approval.		
	Indicator 1.2					
	Indicator 1.3					

Output 1.1 Output 1.1: Reviewed outline of a plan to address priorities for 2014 (Stabilization and Development Plan), which was produced by the National Commission, is available	Indicator 1.1.1 Degree to which members of the government accept the content of the reviewed document resulting in the decision to present it to the round table		Majority of members of government feel satisfied with content of reviewed document and accepting to present it at the round table	Document was reviewed, along with other reference documents that were used as basis for the production of a new document drafted, with the support of a consultant firm, and presented to the round table.		
	Indicator 1.1.2					
Output 1.2 A roundtable for Guinea-Bissau is organized in January/February 2015	Indicator 1.2.1 Mechanism for broad-based consultations with national and institutional stakeholders is in place.		Coordination Council, Steering Committee, Executive Secretariat and Sectorial Working Groups	**The institutional framework for the round table,** including Steering Committee, an Operational Committee, with 3 sub-Committes and 6 Working groups **were created, and members of the**		

				task force were part of the structure.	
	Indicator 1.2.2 Institutional framework (e.g. main concept, purposes, key document) for the roundtable is broadly agreed.		At least 60% of national and international stakeholders are satisfied with the content of the framework	The institutional framework for the round table has a broad consensus	
	Indicator 1.2.3

Sectorial working groups are established | | 7 sectorial working groups are in place | 6 sectorial working groups were created and served as the forum to prepare and review the documents presented at the round table. | |
| Output 1.3 Output 1.3: Statutes and terms of reference (e.g. outlining | Indicator 1.3.1 Satisfaction of the Office of the Prime Minister with the recommendations of the International | | At least 80% of members of the Office of the Prime Minister feel confident about the | **A draft Statute for a National Agency on Strategic Development and a proposal on coordination of external assistance** | |

internal rules, procedures, regulations, organogram, reporting lines, among others) of a strategic planning unit attached to the Office of the Prime Minister are available and the unit	Advisor following study visit from Dakar.		recommendations outlined by the International Advisor	**were developed and received the support of the office of the Prime Minister**	
	Indicator 1.3.2 Adoption of the statutes and terms of reference of a strategic planning agency by the Council of Ministers		Qualified majority of members of the Council of Ministers feel inclined to adopt the proposals advanced in the final report	**Draft is yet to be presented to the Council of Ministers due to the dismissal of the government in August 2015. It is expected that the draft be approved by the new government**	
Outcome 2	Indicator 2.1				
	Indicator 2.2				
Output 2.1	Indicator 2.1.1				
	Indicator 2.1.2				
Output 2.2	Indicator 2.2.1				
	Indicator 2.2.2				

Output 2.3	Indicator 2.3.1				
	Indicator 2.3.2				
Outcome 3	Indicator 3.1				
	Indicator 3.2				
Output 3.1	Indicator 3.1.1				
	Indicator 3.1.2				
Output 3.2	Indicator 3.2.1				
	Indicator 3.2.2				
Output 3.3	Indicator 3.3.1				
	Indicator 3.3.2				
Outcome 4	Indicator 4.1				
	Indicator 4.2				
Output 4.1	Indicator 4.1.1				
	Indicator 4.1.2				
Output 4.2	Indicator 4.2.1				

	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					

PART 2: LESSONS LEARNED AND SUCCESS STORY

2.1 Lessons learned

Provide at least three key lessons learned from the implementation of the project. These can include lessons on the themes supported by the project or the project processes and management.

Lesson 1 *(1000 character limit)*	In contexts of fragility, there is always a percentage of risk that is not under control of the implementing partner. In this particular case, the rescheduling of the elections affected the project, which had to be extended to achieve the desired results. The project has been successful in adapting to the emerging situation following the elections, particularly in what concerns proposed changes in the original budget lines. The flexibility of such modifications in face of changing circumstances in contexts of fragility should be replicated. The project started during the transition period and was amended at the request of the new elected authorities in order ro support their palnning efforts and the organization of the Round Table.
Lesson 2 *(1000 character limit)*	Coordination between UNIOGBIS and UNDP was crucial for the implementation of the project and ensure the quality of the outputs. The participation of the members of the Task Force in the preparation of the round table was facilitated by UNDP and the workshop and study tour that served as basis for the proposals submitted to the Prime-Minister were jointly organized by the Office of the Prime Minister, UNIOGBIS and UNDP.
Lesson 3 *(1000 character limit)*	
Lesson 4 *(1000 character limit)*	
Lesson 5 *(1000 character limit)*	

2.2 Success story (OPTIONAL)

Provide one success story from the project implementation which can be shared on the PBSO website and Newsletter as well as the Annual Report on Fund performance. Please include key facts and figures and any citations (3000 character limit).

PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

3.1   Comments on the overall state of financial expenditure

Please rate whether project financial expenditures were on track, slightly delayed, or off track: on track

If expenditure was delayed or off track, please provide a brief explanation (500 characters maximum):

The project document was amended to include the requests of the elected government. As a result a new team was recruited and its terms of reference redefined. However, the amended document was approved with delays and some of the planned activities could not be implemented, such as the travel for the round table preparations. Also the European Union and World Bank financially supported the organization of the round table which resulted savings in the implementation of the project.

Please provide an overview of project expensed budget by outcome and output as per the table below.[5]

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Enhanced government capacity to resume socio economic development and provide public services through the strengthening of structures in the areas of strategic planning and coordination of external aid					
Output 1.1	Reviewed outline of a plan to address priorities for 2014 (Stabilization and Development Plan), which was produced by the National Commission, is available	n/A (all funding through UNIOGBIS)	Total approved budget UDS 470.265	Total expenditure USD 122.516	Document was reviewed, along with other reference documents and that were used as basis for the production of a new document drafted, with the support of a consultant firm, and presented to the round table.
Output 1.2	A roundtable for Guinea-Bissau is organized in January/February 2015	n/A (all funding through UNIOGBIS)	n/a	n/a	The institutional framework for the round table was created, and members of the task force were part of the structure
Output 1.3	Statutes and terms of reference (e.g. outlining internal rules, procedures, regulations, organogram, reporting lines, among others) of a strategic planning unit attached to the	n/A (all funding through UNIOGBIS)	n/a	n/a	Statutes and terms of reference, including organogram and budget of a strategic planning unit attached to the Office of the Prime Minister was presented to the Prime-

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[5] Please note that financial information is preliminary pending submission of annual financial report to the Administrative Agent.

	Office of the Prime Minister are available and the unit				Minister for approval.
Outcome 2:					
Output 2.1					
Output 2.2					
Output 2.3					
Outcome 3:					
Output 3.1					
Output 3.2					
Output 3.3					
Outcome 4:					
Output 4.1					
Output 4.2					
Output 4.3					
Total					

3.2   Comments on management and implementation arrangements

Please comment on the management and implementation arrangements for the project, such as: the effectiveness of the implementation partnerships, coordination/coherence with other projects, any South-South cooperation, the modalities of support, any capacity building aspect, the use of partner country systems if any, the support by the PBF Secretariat and oversight by the Joint Steering Committee (for PRF only). Please also mention if there have been any changes to the project (what kind and when) (2000 character maximum):

During the transitional process in Guinea-Bissau, this project supported the transitional authorities to establish the National Commission for Planning and Strategic Coordination (NCPSC) to develop a priority plan for emergency needs identified during the transition and to consolidate inputs for a national strategic plan that would be presented to the new elected government following the holding of presidential and parliamentary elections. The creation of the NCPSC has set up the basis for an institution in charge of designing a common strategic vision for the country. Since its creation, the Commission tried to accomplish its duties creating a space for consensus-building decisions and, in this sense the outputs generated by the project reflect that aim. The initial Project document foresaw the possibility of extension, upon the request of the newly elected government, should the new elected authorities require its continued support for the political process and stability in the post election process. The rationale was that whilst the CNPCE was preparing documents that would represent the largest consensus possible, the new government would have to review them before submitting them to the Pledging round table. As a result, just after the elections, the new elected Prime Minister requested an extension of the project with amendments in the structure of the Commission and a reshuffle of its members to adapt their technical skills to the new tasks that needed to be performed, namely the preparation for the Round Table and the drafting of a statute of a Strategic Planning Agency in the office of the Prime-Minister. Although for administrative reasons, the implementation of the amended project was delayed, the office of the Prime Minister

recruited the task force in January 2015, following a public tender that was supported by UNIOGBIS and they were able to deliver all defined outputs.