

IRF – PROJECT DOCUMENT

TEMPLATE 2.2



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

<p>Project Title: National Commission for Planning and Strategic Coordination (Guinea Bissau)</p>	<p>Recipient UN Organization(s): UNIOGBIS (UNDPA)</p>
<p>Project Contact: Ana Filipa Carvalho Address: UNIOGBIS – Bairro da Penha, P.O. Box 22, Bissau Codex – Bissau Telephone: 245 6965147 E-mail: filipa@un.org</p>	<p>Implementing Partner(s) – name & type (Government, CSO, etc): Office of the Prime Minister, Office of the President of the Republic UNIOGBIS</p>
<p>Project Number: <i>To be completed by UNDP MPTF Office</i></p>	<p>Project Location: Guinea-Bissau</p>
<p>Project Description: <i>One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall project outcomes / theory of change.</i> The project supports the establishment of a high-level strategic planning commission for Guinea-Bissau tasked with defining strategic objectives for the transition and its immediate aftermath, building on assurances that if actors across the political spectrum are engaged in an inclusive decision-making mechanism for key political processes, such as strategic priority setting, all will abide by the agreed-upon transition priorities, (regardless of the election results).</p>	<p>Total Project Cost: 678,265 USD USD Peacebuilding Fund: 470,265 USD UNDPA: 208,000 USD UNDP BCPR TTF: Government Input: Other: Total:</p>
<p>Gender Marker Score¹: 1 <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i></p>	
<p>PBF Outcomes² (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding): Activities designed to respond to imminent threats to the peace process, support the implementation of peace agreements and political dialogue, in particular in relation to strengthening of national institutions and processes set up under those agreements. Project Outcome: <i>Achievement of broad consensus on political transition process and strategic priority-setting through results-focused decision-making</i></p>	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

² PBF outcome areas

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

(2.1) National reconciliation; (2.1) Democratic Governance; (2.3) Management of natural resources;

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

(3.1) Short-term employment generation; (3.2) Sustainable livelihoods

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

(4.1) Public administration; (4.2) Public service delivery (including infrastructure).



Project Outputs and Key Activities:

Output 1: Priority plan (emergency needs) for 2013;

Output 2 Outline of a plan to address priorities for 2014

PROJECT DOCUMENT COVER SHEET

(for IRF-funded projects)

<p>Recipient UN Organization(s) <i>Name of Representative</i> José Ramos Horta, SRSG</p> <p><i>Name of Agency:</i> UNIOGBIS</p> <p><i>Date & Seal</i> (Usually SRSG for mission settings and RC for non-mission settings. If it is a joint project all the Heads of UN Entities/Agencies receiving funds should sign)</p>	<p>Representative of National Authorities <i>Name of Government Counterpart</i> Serifonhamájo, PRT</p>  <p><i>Signature</i> <i>Title:</i> President of the Republic</p> <p><i>Date & Seal</i></p> <p><i>Name of Government Counterpart</i> Rui de Barros</p>  <p><i>Signature</i> <i>Title:</i> Prime Minister</p> <p><i>Date & Seal</i> 30-July-2013</p>
<p>Peacebuilding Support Office (PBSO) <i>Name of Representative</i></p> <p><i>Signature</i> Peacebuilding Support Office, NY <i>Date & Seal</i></p>	<p>Resident Coordinator (RC) <i>Name of Representative</i></p> <p><i>Signature</i> RCO, <i>Date & Seal</i></p>

(for IRF-funded projects)

Recipient UN Organization(s) <i>Name of Representative</i> José Ramos Horta, SRSG	Representative of National Authorities <i>Name of Government Counterpart</i> Seifoullhamadjo, PRT
<i>Signature</i> <i>Name of Agency: UNIOGBIS</i>	<i>Signature</i> <i>Title: President of the Republic</i>
<i>Date & Seal</i> <i>(Usually SRSG for mission settings and RC for non-mission settings. If it is a joint project all the Heads of UN Entities/Agencies receiving funds should sign)</i>	<i>Date & Seal</i>
	<i>Name of Government Counterpart</i> Eul de Burros
	<i>Signature</i> <i>Title: Prime Minister</i>
	<i>Date & Seal</i>
Department of Political Affairs (DPA) <i>Name of Representative</i> Under Secretary-General Feltman	Peacebuilding Support Office (PBSO) <i>Name of Representative</i> Assistant Secretary-General Cheng-Hopkins
<i>Signature</i>	<i>Signature</i>
<i>Date & Seal</i>	<i>Date & Seal</i>

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PROJECT COMPONENTS:

(N.B. 1: All the italicised 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 italicised text.

N. B. 2: In case multiple IRFs are submitted simultaneously, a cover letter should accompany the submission illustrating the common background and project justification of the proposed package of projects and their interaction with each other.)

COMPONENT 1: (The “WHY”) (maximum one and a half pages)

a) Situation analysis, financial gap analysis and assessment of critical peacebuilding needs

- Conflict drivers and critical peacebuilding needs:

The coup d'état of 12 April 2012, which took place on the eve of the second round of presidential elections, ended the longest serving government in Guinea-Bissau. The coup has been attributed to a combination of several internal causes, namely: (a) strained relations within and between the military and the political leadership; (b) factionalism within the PAIGC, the majority party in Parliament, which led to the alliance of some PAIGC dissidents with the political opponents of Prime Minister and PAIGC leader, Carlos Gomes Júnior, who together waged a campaign pressing for his dismissal; (c) the perceptions over the presence of the Angolan military assistance mission (MISSANG) which, during the electoral process, was seen by some members of the military leadership and the non-parliamentary opposition coalition, the Forum of Political Parties, as an attempt by the Government led by Gomes Júnior to shift the balance of power in his favor against the military leadership; and (d) the controversy over the first round of presidential elections in March 2012. Accelerating factors leading to tensions among national actors included the exclusion of non-PAIGC elites from senior administrative positions following the party's victory in the legislative elections of 2008.

Following the military coup of 12 April 2012, constitutional order has yet to be restored, in spite of the continuing efforts by the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), sub-regional, regional and international partners to resolve the crisis. However, a consensus has gradually emerged amongst national and international partners that there is an urgent need to work towards the creation of favorable conditions to hold transparent and credible elections that would lead to the establishment of a legitimate Government and a more stable political, social and economic environment.

The SRSG and Head of UNIOGBIS, Mr. José Ramos-Horta, has suggested that the political transition in Guinea-Bissau should be seen as a **two-phase process** lasting through to the end of the term of the next elected Government.

The first period, **phase one, ends with the presidential and legislative elections**. The main steps in this phase include: (a) the adoption of a “Transitional Regime Pact and Political Agreement” and a “Transitional Road Map; (b) the establishment of a more inclusive transitional government; and (c) preparations for and holding of credible and peaceful presidential and legislative elections with the assistance of international partners to ensure the restoration of constitutional order.

The second period, **phase two, focuses on post-election stability**, with an emphasis on a **government of national unity** formed by the winners of the presidential and legislative elections, which will implement the post-election reform programme with the assistance of the UN system through joint programming efforts. The reform program will cover SSR (which should be called “Modernization of the Armed Forces”), conducted with a regional and bilateral focus, the fight against **drug trafficking and organized crime**, the promotion of **human rights**, notably the implementation of the UN Due Diligence Policy for Armed Forces

and Security Institutions of which Guinea-Bissau is a pilot country, **gender equality** by ensuring that women and men's needs and perspectives are taken into account in all national reform processes and political arrangements in compliance with Security Council resolution 1325 (2000), and **harmonization of the position of international partners**, with an emphasis on supporting the population and state building after the elections.

As of the date of the current project submission, the Transitional Regime Pact and Roadmap were adopted by Parliament (ANP), a more inclusive Government was sworn in on 7 June 2013, and elections were scheduled for 24 November 2013.

- Existing efforts and gaps:

Current peacebuilding efforts have been driven by two key actors, at the national and international level. On the national side, the Transitional President, Serifo Nhamadjo, has attempted to create a space for consultation and consensus-building among the key actors and has facilitated the negotiation process between the PRS and the PAIGC that resulted in the signing of the Transitional Regime Pact and the formation of a more inclusive Transitional Government. Throughout the process, Transitional President Nhamadjo benefited from the continuous support and the facilitation efforts of SRSG José Ramos-Horta, who, nationally and internationally, has been the main driving force behind a broad-ranging effort to facilitate dialogue and consensus in the spirit of Security Council resolution 2048 (2012). Cognizant of the SRSG's efforts, the new mandate requests UNIOGBIS as a matter of urgency to continue "supporting an inclusive political dialogue and national reconciliation process to facilitate the return to constitutional order." The SRSG's facilitation has been critical in the formation of a more inclusive Transitional Government and has been even more important in the brokering of consensus among international partners, including an agreement on the need for elections to be held as soon as possible.

However, the facilitation efforts undertaken by the SRSG both at the national and international levels to date have been largely ad-hoc and need to be institutionalized, within a context that would allow key national and international actors to be mutually reinforcing and engage in a systematic manner for the development of a transitional programme and address any obstacles that might emerge prior to the elections. The programme, mirroring the vision advanced by the SRSG, would have two components: (1) priorities (priority plan for emergency needs) through the end of 2013; (2) an outline of a plan to address short-term priorities for 2014, expected to be the first year in office of the newly-elected government. The proposed institutional mechanism is a **National Commission for Planning and Strategic Coordination**. The Commission will also be responsible for developing preliminary ideas regarding the preparation of a pledging conference, to be held in the first half of 2014.

b) Project (Portfolio) Justification

- Project's relevance to peacebuilding: *Describe the project's (or project portfolio's) immediate relevance to the peacebuilding process in the country. How urgent and strategic is the PBF engagement? How does this project (or project portfolio) support the government's strategic agenda for peace at a larger scale (if there is one)?*

The fragile political situation in Guinea-Bissau urgently demands that a high-level political space be created between key national actors and international partners, in order to reach agreement on how to end the political crisis and chart a consensual way forward to the elections and their aftermath. More than a year after the coup, virtually all political agreements reached so far have either been seriously challenged, partially implemented or not implemented at all. Should this trend continue, it might

undermine the elections scheduled for 24 November 2013 as well as prospects of greater political stability and socio-economic development.

- Catalytic effects:³

The project aims to institutionalize consensus-building efforts and consolidate the fragile gains made so far in the stop-and-go political negotiation process. If successful, the two envisaged outcomes of the project – (1) a priority plan for 2013 focused on food security, health and education; (2) the outline of a plan to address short-term priorities and key issues during the first year of the newly elected government – complemented by a pledging conference in 2014, will substantially accelerate the immediate peacebuilding process in Guinea-Bissau and provide it with a solid base and focus in the medium-term (end of mandate of newly-elected government). The medium-term aspiration is to transform this high level commission into a “Strategic Planning Agency”.

COMPONENT 2: (the “What”) (maximum one and a half pages)

a) Project focus and target groups

- Project focus: *What is the strategic focus and expected type of change of each of the proposed projects for funding?*

The project proposes an unprecedented approach to addressing the divisiveness of the political dynamic in Guinea-Bissau: it aims to open up a high-level political space that can enlarge access to power, while at the same time giving that space a clearly defined strategic focus. To the extent that the two envisaged outputs – (1) a priority plan through the end of 2013 and (2) an outline of a plan to address short-term priorities and key issues during the first year in office of the newly elected government – complemented by a pledging conference – can succeed in articulating an immediate- to medium-term strategic vision, the Commission would be an important step forward for Guinea-Bissau, where such a vision has been conspicuously lacking.

The work of the high-level commission would be informed and complemented by a series of **SRSG regional forums**, which would allow the SRSG and the members of the commission to get a first-hand sense of the needs of the population and expand the dialogue beyond political elites in the capital.

The high-level commission will include working groups on: immediate priorities (2013); medium-term priorities regarding (1) food security and local development; (2) health and education; (3) basic infrastructure (including water, sanitation, and electricity); (4) reorganization of the defense and security sectors; (5) reorganization of the justice sector, (6) fight against drug trafficking and organized crime, as well as money laundering; (7) public finances and budget; and the pledging conference.

The current project would run from 1 September 2013 to 28 February 2014, with the possibility of extension for a second phase, should the newly-elected government require its continued support for the political process and stability in the post-election period. A new proposal for an extension would be submitted in this

³ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) launches an initiative that allows for longer-term or larger peacebuilding efforts or b) unblocks a stalled peacebuilding process and/or c) it undertakes an innovative, risky or politically sensitive intervention that other actors are unwilling to support and that addresses conflict factors. Also see www.unpbf.org/catalytic programming, or *Guidance Note How to programme for catalytic effects? (Annex 5.2)*

regard once elections have taken place. The second phase will be subject to the consideration and approval of the new authorities.

- Key target groups/beneficiaries: Who are the target beneficiaries of each project and activity?

The main target groups are the highly factionalized political elites, whose divisions and collusion with allies within the equally divided armed forces have been the main driving force behind the dynamic of coups and counter-coups plaguing the country since independence. In quantitative terms, their numbers are quite small but their power struggle has been playing out as a zero-sum game: once in power, each group has sought an absolute monopoly of the political field and economic resources, resorting to the marginalization of rivals.

Putting an end to the “winner takes all” approach among the political and military elites, including through consensus-building and the establishment of inclusive governments before and after the elections, is a matter of utmost urgency for the stability of Guinea-Bissau. In the absence of such conflict resolution, the dynamic of coups and counter-coups will continue, with a high probability of drawing in increasingly larger swaths of the population. Furthermore, an unstable Guinea-Bissau is likely to become even more vulnerable to and easily affected by regional conflicts.

b) Theory of changes: linking activities to results

- Theory of changes: What changes does the project (or project portfolio) aim to achieve that trigger and/or accelerate peace consolidation? Is there a clear focus on specific conflict drivers that can realistically be addressed within the agreed time and budget? What is the causal chain of events that is expected to lead to the desired peacebuilding outcomes?

The objectives – **priority plan for 2013 and outline of a plan to address short-term priorities and key issues during the first year in office of the new government**, complemented by a pledging conference - can realistically be addressed within the agreed time and budget, assuming the high-level commission can be effectively integrated into government planning processes and expand access to political decision-making in a way that enhances the stability of the transition and provides a tested mechanism for the future elected government.

The theory of change is that if actors across the political spectrum are engaged in an inclusive decision-making mechanism for key political processes, such as strategic priority setting, then all actors will abide by the agreed upon transition priorities (regardless of the election results).

The causal chain that would put an end to the political dynamic of coups and counter-coups by encouraging power-sharing is expected to involve a stable transition leading to peaceful elections, generally accepted results, and, finally, a post-electoral arrangement (government of national unity) that can serve out its term. (This chain would be unprecedented for Guinea-Bissau.)

COMPONENT 3: (the “How” or Implementation Strategy) (maximum one and a half pages)

a) Implementation approach

- Prioritisation and phasing of support: How is the project (or portfolio) prioritizing and sequencing activities

The project is proposing a sequence of activities closely linked to the transition, the proposed electoral calendar and the overall stabilization strategy for Guinea-Bissau, as reflected in the Secretary-General’s report of 6 May 2013 (S/2013/262) and UNIOGBIS’ mandate. The phasing of activities progresses from a list of urgent priorities during the remaining months of the transition towards the outline of a medium-

term plan for the first year in office of the newly-elected government that would ideally lay the groundwork for a strategic vision to the end of its mandate. This plan would be subject to the consideration and approval of the new authorities, who will be involved in the development of the proposal for a second phase.

The project includes a regional dimension through the SRSG's regional forums, which are meant to expand the political space for dialogue and create a momentum for a strategic vision broadly endorsed by the population. This includes particular efforts to ensure effective participation and take into account the views and perspectives of women and youth.

- Project implementation modalities: Describe the implementation modality of the project (ex. UN Joint Project Pass-through modality or single RUNO's project). The project needs to have a Project Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.⁴

Given the emphasis on the SRSG's good offices in facilitating the work of the Commission and its links to the Transitional Government, the office of the Transitional President and the ANP, the RUNO will be UNIOGBIS. UN staff, including UNIOGBIS and the UN country team, will participate in select meetings as requested.

The Commission will be supported by a Secretariat that will include an international coordinator who will be responsible for the daily implementation of the project (ToR attached).

The proposed composition of the high-level commission is as follows:

- Steering Committee: SRSG, Transitional President, Transitional Prime Minister,, donor representative(s)
- Technical Oversight: sectoral ministers, DSRG [+Heads of agencies as required]
- Members: Twelve high-level sectoral advisers
- Secretariat: One international coordinator; four national staff

The Commission will draw on the research and drafting services of a research institution to be selected through a competitive process, which will be responsible for producing the final documents, as well as managing their translation and publication, as requested.

b) Budget

- Budget break-down into categories: Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.*

⁴ It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

CATEGORIES	Amount
1. Staff and other personnel	209,000
2. Supplies, Commodities, Materials	0
3. Equipment, Vehicles, and Furniture (including Depreciation)	0
4. Contractual services	50,000
5. Travel	60,000
6. Transfers and Grants to Counterparts	120,500
7. General Operating and other Direct Costs	
Sub-Total Project Costs	439,500
8. Indirect Support Costs* (7%)	30,765
TOTAL	470,265

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.

Budget Details

	Cost/month	Months	Total	DPA	PBF
National Consultants			312,000	208,000	104,000
4 Coordinators @ \$5000 per month	20,000	6	120,000	80,000	40,000
8 High Level Advisers @ \$4,000 per month	32,000	6	192,000	128,000	64,000
Secretariat			145,000		145,000
1 Intl. Advisor (also project manager - P4)	9500	6	57,000		57,000
4 Assistants (providing secretarial and administrative support to members of the Commission and public communication) @ \$2,000	48,000				48,000
Research institute to be selected (research and drafting support)	40,000				40,000
Meetings of the Commission (transport, coffee-break, lunch, translation, space rental and materials)			7,500		7,500
3 Meetings (September, November and December)	2,500	3	7,500		7,500
2 Validation Workshops			5,000		5,000

	Cost/month	Months	Total	DPA	PBE
Strategic Priorities 2013					
Outline Strategic Priorities 2014					
3 SRSG Forums			60,000		60,000
Sept, Nov, Jan	20,000	3	60,000		60,000
Functioning of the Working Groups (running costs including transport, coffee break, lunch, venue, translations, stationery) Immediate priorities (until end of 2013)			6,000		6,000
Education, Health and Food security	1,000	6	6,000		6,000
Working Groups for the elaboration of an outline of strategic priorities for 2014			42,000		42,000
Food security and local development	1,000	6	6,000		6,000
Health and education	1,000	6	6,000		6,000
Basic infrastructure, including water, sanitation and electricity	1,000	6	6,000		6,000
Defense and Security sectors	1,000	6	6,000		6,000
Justice sector	1,000	6	6,000		6,000
Fight against drug trafficking, organized crime, and money laundering	1,000	6	6,000		6,000
Public finances and budget	1,000	6	6,000		6,000
Follow-up mechanism Consultant to develop the TOR for the future Strategic Planning Agency under the office of the Prime Minister who will be appointed after the elections	10,000		10,000		10,000
DPA-PBSO Support Mission (4 person-trips @\$15,000 each)			60,000		60,000
TOTAL			647,500	208,000	439,500

c) Sustainability

Sustainability of projects:

The project will effectively support the Transitional Government in articulating a priority plan for the remainder of the transition period leading up to elections as well as build consensus among national stakeholders around an outline of a plan to address short-term priorities and key issues that can guide the newly-elected government in 2014. Such an outline will be developed into a fully fledged plan in 2014 for the second phase of the political process, with the participation of a newly-elected government. The plan, which will form the basis for a pledging conference to ensure adequate funding and create a positive momentum for the newly-elected government, will be implemented during the full term of the new government with the support of the UN and other international partners.

The proposed high-level commission will include the SRSG, the (Transitional) President, the (Transitional) Prime Minister, the President of the ANP and donor representative(s), thus ensuring political support at the highest level of government and international partners.

The proposed commission is time-bound by the pledging conference (anticipated Q1).

d) Risk management

Risks: *Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else. 'Do No Harm Principles' must be included in the risk assessment*

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Too short a time-frame to achieve results	medium	high	Severe crises in the education, health and food sectors have already been identified as key priorities for the remainder of the transition; the direct involvement of the SRSG will ensure that the Commission remains focused on these priorities;
Elections do not take place as scheduled	Low	high	There has been a high degree of international pressure on the Transitional Government to hold elections and the latter is aware that elections are a prerequisite for the re-engagement of key international partners. This position has been repeatedly emphasized by the SRSG, who will continue to press for elections to be held as planned;
Post-electoral negotiations fail to yield a	medium	high	International pressure and support to key political actors

government of national unity			willing to accept an inclusive solution; post-electoral incentives of international financial support to a political arrangement favoring power-sharing;
Proposed strategic plan contested after the elections	Low	medium	Quality control ensuring that project outputs would be highly useful to new government;
Insufficient funds to get the Commission up and running in a timely fashion	High	high	SRSG's advocacy with multi-lateral and bilateral international partners, as well as with PBSO.

e) Results framework and Monitoring and evaluation:

- **Results framework:** *Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.*

Results Framework for IRF projects or portfolio of projects

Policy statement/ national roadmap for peace building: The project aims to ensure that a convening space is established to ensure that clearly defined strategic goals guide the remainder of the transition and its aftermath, with sufficient financial resources in place to implement these goals.
Purpose of PBF support (type of expected change): High-level commission convened by the Transitional President and the Transitional Prime Minister with two envisaged outcomes – (1) a priority plan through the end of 2013; (2) an outline of a plan to address short-term priorities and key issues during the first year in office of the newly-elected government, complemented by a pledging conference.
Theory of change statement: The project aims to contribute to transforming the nature of the political dynamics in Guinea-Bissau by creating a political space where the SRSB can use his good offices in order to build consensus around clearly defined strategic objectives.

(1) Outcomes and type of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators/benchmark	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/budget	(9) Assumptions
<i>Achievement of broad consensus on political transition process and strategic priority-setting through results-focused decision-making</i>	<i>Elections conducted on schedule</i> <i>Electoral results are accepted by all parties</i> <i>Adoption by the High Level Commission of key humanitarian emergency and short-term development plans to support transition</i>	<i>Five successful coups since independence</i> <i>No President completing full term since independence</i>	<i>A functioning High Level Commission in place for collective decision-making</i> <i>Development of a Priority Plan 2013</i> <i>Development of the outline of a Plan for the term of the newly-elected government</i> <i>[some output on elections]</i>	<i>The High Level Commission Terms of Reference and membership are broadly agreed and implemented.</i> <i>By 30 September the High Level Commission develops a priority plan for 2013</i> <i>By 31 December the High Level Commission develops the outline of the plan to address short-term priorities and key issues during the term of the newly-elected government</i>	<i>Draft PRSP II (DENARP II) developed in 2010 but not costed</i>	<i>UNIOGBIS</i>	<i>USD 208,000</i>	<i>High-level commission successfully integrated with government planning processes</i>

Priority Plan for 2013 implemented in the lead up to the elections

A fully fledged plan developed in 2014 for the second phase of the political process, with the participation of a newly-elected government

Column (1) lists project outcomes. Outcomes measure behaviour changes and should be focused on peacebuilding. The column also specifies what types of changes are required to achieve the outcome. These can be: personal, relational, structural or cultural.

Example:

Outcome: National security services enabled to keep control of violent incidents during electoral campaigns within urban areas. Structural change.

Column (4) lists project outputs and activities, which together lead to the achievement of the outcome. The outputs are project specific and focus on deliverables. Under each outcome, there should be a list of outputs contributing to the outcome. Under each output, there should be the list of project activities which are contributing to the output.

Example:

Output: Training provided to 500 members of national security services.

Activities: Identification of security personnel, creation of relevant training modules, conduct of training, assessment, refresher training.

Columns (2) & (3) list indicators which will be used to track the status of outcome and output achievements in quantitative or qualitative form. Indicator formulation should be specific, measurable, attainable, relevant and time-bound (SMART). The number of indicators should be limited to 3 per outcome and 1 per output.

Example:

of violent clashes related to the second round of the presidential elections (disaggregated during / after vote)

Columns (3) & (6) provide the baseline (i.e. current situation) and set targets for each indicator with timeframes for achievement. Targets need to be quantifiable, verifiable and realistic.

Example:

Baseline: 75 incidents during first electoral period (from ... to)

Target (end of project): Significant reduction of violent incidents (at least 2.5%) compared to last elections

Column (7) lists the RUNO driving the project and outlines the person (from RUNO or implementing agencies) responsible for ensuring inputs are provided.

Column (8) lists the key inputs and budget which will be used for each output.

Column (9) identifies assumptions that have been made in the theory of change regarding the outcome achievement in question.

Example:

The Ministry of Planning has the capacity to manage the selection of project beneficiaries in an impartial manner.

- Systems for M&E of the project (portfolio): *Based on the Results Framework, briefly describe which systems are in place or need to be established for the monitoring and reporting on results. Formulate an M&E plan (template 4.1) which determines how the necessary data will be collected, the responsibilities for data analysis and reporting and the proposed approach for systematic use of M&E data for performance assessments and improvements if necessary. Determine the reporting line from fund users to RCO, Management team and PBSO/PBF country desk officer.⁵ Also, provide the amount of funds earmarked for the full cost coverage of monitoring, reporting and the final evaluation at the end of PBF funding. It is recommended to allocate at least \$50,000 to 80,000 for M&E related tasks and activities.*

The Secretariat of the high-level commission will be responsible for monitoring, including the collection of necessary data, and reporting on results. The reports will be validated by the Steering Committee and submitted through the PBF Secretariat to MPTF-O and PBSO.

An independent evaluation of the entire IRF portfolio will be conducted within six months of project closures.

COMPONENT 4: (The "WHO") (maximum one and a half pages)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project(s), governmental or non-governmental.*

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- Implementing agency capacity: *Indicate the in-country capacity and comparative advantages of the Recipient UN Organization(s). If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization. If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.), indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.*

The focus of the project is closely linked to UNIOGBIS' mandate. All funds will be managed by UNIOGBIS in accordance with UN rules and procedures.

b) Project Management Arrangements and coordination:

- Project management and coordination: *Identify the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. In the absence of any other pre-existing peacebuilding mechanism, it is recommended to set up an inclusive Project Board, representing all the different stakeholders involved in the project, including the Civil Society.⁶ Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).⁷*

The project Steering Committee will be responsible for effective implementation and for the achievement of expected results. Day-to-day project management will be conducted by the Project manager together with the Commission Secretariat (see above).

⁵ See M&E section in PBF Guidelines.

⁶ It is recommended to annex ToRs of the Project Board to the Project.

⁷ Use the table of Annex as a reference model.

Besides the regular M&E activities conducted by the Project Manager and the project team, the project will benefit from a joint DPA/PBSO support mission to Bissau to be conducted in the month of October 2013. An interim progress report will be produced by the beginning of October 2013 to prepare the background for the joint DPA/PBSO mission.

c) Administrative Arrangements (standardized paragraphs – 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 Participating 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)⁸, 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:

⁸ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress 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;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- 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 be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
<i>Ex. : Security Sector Reform, Defense Sector Reform and Combating Drug Trafficking</i>	1) <i>The Gov of Brazil,</i>	1) <i>Brazil: Police and military academies</i>	1) <i>2 years : from march 2009 to February 2011</i>	1) <i>2 Million</i>	1) <i>300,000</i>
	2) <i>UNIOGBIS + UNDP</i>	2) <i>UNIOGBIS: Technical assistance to police reform and reform of the armed forces; UNDP: Support to SSR National Steering Committee</i>	2) <i>1 year: from September 2010 to august 2011</i>	2) <i>4 Million</i>	2) <i>1 million</i>
	3) <i>EU</i>	3) <i>EU : Rehabilitation of justice infrastructure (courts, BAR Association)</i>	3) <i>3 years</i>	3) <i>10 Million</i>	3) <i>3 million</i>

Annex B:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

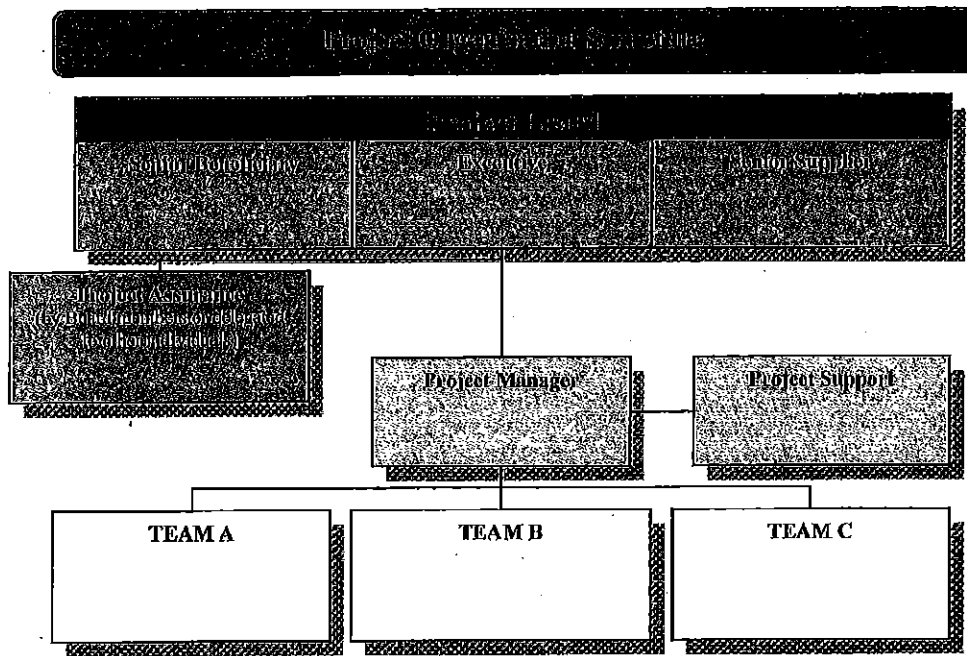
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ⁹	Annual Budget (this year) per Recipient Organization in key sectors ¹⁰	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
<i>Ex. 1)UNDP</i>	1) <i>Strengthening of justice and Security Sector Reform</i> 2) <i>....</i>	1) <i>2010-2011: USD 2 Million (SSR)</i>	1) <i>2012: 3,854,817.00 USD from BCPR Thematic Trust Fund)</i>		<i>2012 budget: US\$ 9.3 m Annual delivery rate: 75%</i>
<i>Ex. 2) UNICEF</i>	1) <i>Basic Education and Gender Equality</i> 2) <i>.....</i>	1) <i>2010-2011: USD 5 Million</i>	1) <i>2012: US\$ 3,228,060</i>		<i>Annual budget: US\$11,026,559 Annual delivery rate : 93%</i>

⁹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹⁰ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex C

Suggested Organigram to be used for the Project's Joint Steering Committee or the Project Board.



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1¹¹	Indicator			
Output 1.1	Indicator 1.1.1			
	Indicator 1.1.2			
Output 1.2	Indicator 1.2.1			
	Indicator 1.2.2			
Outcome 2	Indicator			
Output 2.1	Indicator 2.1.1			
	Indicator 2.1.2			
Output 2.2	Indicator 2.2.1			
	Indicator 2.2.2			

¹¹ Either country relevant or PMP specific.

Annex E: to be submitted as a word document to MPTF-Office



**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/	
Recipient UN Organization:		
Implementing Partner(s):		
Location:		
Approved Project Budget:		
Duration:	Planned Start Date:	Planned Completion:
SC Approval Date: (Actual Dates)		
Project Description:		
PBF Priority Area:		
PBF Outcome:		
Key Project Activities:		