

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

Project Title: Communication for Peace	Recipient UN Organization(s): UNICEF
Project Contact: Carolina Plata Communications Specialist - Unicef Colombia Address: Calle 72 No. 10-71.11th & 12th Floors Bogotá – Colombia Telephone: Phone: (571) 312- 0090 Ext. 414 E-mail: cplata@unicef.org	Implementing Partner(s) – name & type: Government of Colombia (through the Office of the High Commissioner for Peace) and Government of Norway.
Project Number: <i>To be completed by UNDP MPTF Office</i>	Project Location: Bogotá, Colombia.
Project Description: The United Nations system in Colombia has decided to pursue a “communication for peace” campaign, focused on promoting a culture of peace among all Colombians in their daily life and laying the ground for increased reconciliation and peacebuilding efforts.	Total Project Cost: US\$ 2,800,000. Peacebuilding Fund: US\$ 2,000,000. UNDP BCPR TTF: Government Input: US\$ 300,000 (In kind) Other: US\$ 500,000 Government of Norway
	Project Start Date and Duration: January 2014 - Ten months duration.
Gender Marker Score¹: ____ <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>	
PBF Outcomes² (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding):	
Project Outputs and key Activities: “Communication for Peace” campaign executed throughout	

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: Revitalize 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).

(for IRF-funded projects)

<p>Recipient UN Organization(s) Name of Representative Roberto De Bernardi</p> <p>Signature Name of Agency UNICEF 20/12/13 Date & Seal</p> <p><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></p> <p>Peacebuilding Support Office (PBSO) Name of Representative JUDY LUENA-HOPKINS</p> <p>Signature Peacebuilding Support Office, NY/ Date & Seal 29-12-2013</p>	<p>Representative of National Authorities Name of Government Counterpart Sergio Jaramillo</p> <p>Signature Title High Commissioner for Peace Date & Seal 20/12/13</p> <p>Resident Coordinator (RC) Name of Representative Fabrizio Hochschild</p> <p>Signature RCO, ✓ Date & Seal 20/12/13</p>
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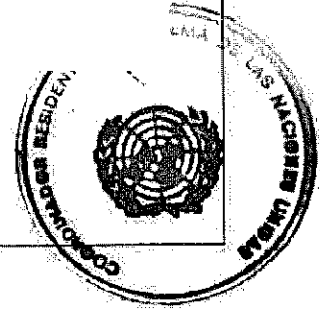


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PROJECT COMPONENTS:

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

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

The Colombian conflict stands out for its long-lasting duration of more than 50 years. Various illegal armed groups, with different origins and structures, have historically operated throughout the Colombian territory. The longest-existing illegal armed groups are the Revolutionary Armed Forces of Colombia (FARC-EP) and the National Liberation Army (ELN). Two other groups, M19 and the EPL, demobilized in the 1990s. The approximately 33,000 combatants of the United Self-Defense Forces of Colombia (AUC) demobilized between 2002 and 2006, but some of them have since taken up arms again, leading to the formation of “post-demobilization armed groups”, officially deemed “criminal groups”. AUC leaders, most of them extradited to the United States on charges of drug trafficking, are now being convicted and sentenced as part of a process known as “justice and peace”. Besides the visible effects affecting the economy, the conflict has also had profound effects on the democratic processes and the guarantees for fundamental rights, norms and values of society that have enormous implications for long-term social and cultural development³.

Despite this prolonged armed conflict, there have been several peace and dialogue processes, reintegration and demobilization strategies and successful peace building experiences led by different social actors. In the history of Colombia, both the State and the organized civil society have had opportunities to build solutions to violence. However, given the inherent complexities of such a protracted conflict, as well as the 'compartmentalized' peace efforts, the solution is not an easy one.

Furthermore, recently public opinion surveys have shown that violence represents a distant matter for many citizens. Based on one of the largest surveys conducted on democratic values, the Latin American Public Opinion Project (LAPOP) found that, for the 2005-2008 period, the problems that most concerned Colombians had to do with security and the armed conflict. More recent studies, which are valid at the national level, about the country's problems that affect citizens indicate that violence, understood as the absence of peace, is not overwhelmingly significant for the Colombian population. The main problems affecting Colombians are: unemployment (37%), insecurity (31%), high cost of living (21%) and, fourthly, violence-lack of peace (15%)⁴. This low degree of concern over violence may be explained by prolonged exposure to the conflict over six decades, which has led to a naturalization of the violence and high levels of social tolerance of the conflict as a reality. However, it is important to mention these two surveys have not comparable data.

This decades-long and multi-faceted violent conflict has produced paradoxical responses at the societal level, with consistently high support for peace negotiations coupled with equally high if not higher pessimism about the intentions of the guerrillas and the possibility of peace.⁵Conflicting attitudes such as these yield passivity on the ground, and act as a barrier to mass, popular

³Ana María Díaz and Fabio Sánchez (2005). *Los efectos del conflicto armado en el desarrollo social colombiano, 1990-2002*. Document CEDE-Uniandes No. 58; p. 53-54.

⁴In addition to these figures, the historical study by the Napoleon Franco firm shows that the percentage of respondents who felt that violence was their biggest concern was as follows: 14 per cent in November 2012, 11 per cent in April 2013 and 18 per cent in July 2013.

⁵In March 1992, during the Administration of President Cesar Gaviria, and amid the freezing of the dialogue with the guerrillas, 61% of Colombians felt that the dialogue should continue (though 71% believed that the intentions of the FARC were not sincere). In 1995, under the Administration of President Ernesto Samper, 65% of Colombians agreed to seek dialogue (though 75% did not believe in the good will of the guerrillas). During the Administration of President Andres Pastrana, amid one of the most publicized peace processes during that decade, 65% of Colombians did not believe peace could be achieved. The trend remained the same during the Administration of President Alvaro Uribe in 2005: 73% of citizens agreed with opening dialogue with the FARC to put an end to the war. From: Napoleón Franco (2012): *20 años de opinión pública sobre procesos de paz en Colombia*. In a more recent survey, conducted by the “Barómetro de las Américas” LAPOP in November 2013, 71.6% of respondents in areas of conflict and 58.1% nationwide support a negotiated solution with the guerrillas (accessed on 3 December 2013 at: <http://bit.ly/19GjG1q>)

mobilization in support of peace efforts. A major challenge for the current effort, then, will be finding a means of engaging the current momentum for peace by encouraging public support for current initiatives and harnessing such support as a buffer against those who would derail progress toward peace.

While work of this type is generally needed in Colombia, it is particularly imperative now, to take advantage of the window of opportunity opened by the dialogue between the Government of Colombia and the Revolutionary Armed Forces of Colombia (FARC-EP) since October 2012⁶. The agenda outlines six key areas upon which agreement needs to be reached, including: “comprehensive rural development policy”; “political participation”; “end of conflict”; “solution to the problem of illegal drugs”; “victims”; and “implementation, verification and ratification”. Over the course of roughly one year of talks, the delegations have agreed on the first two issues on the agenda, rural development (reached in June 2013), and political participation (in November 2013). Adding to the imperative of timing for public support of peace, in addition to its progress in negotiating with the FARC-EP, it is expected that a separate dialogue process could soon be announced between the Government and the ELN.

Last year, the UN undertook an analysis to identify the regions most affected by conflict that will eventually be prioritized in the implementation of the peace accords. These regions are: Pacific Coast (Chocó and Valle departments), Northwestern (Antioquia and Córdoba departments), Northeastern (Norte de Santander department in the border with Venezuela), Center and Southeastern (Meta, Tolima, Huila, Caquetá and Guaviare departments), Cauca department, and Southwestern (Nariño and Putumayo departments on the border with Ecuador). In addition to these regions, largest cities as the main receptors of IDP’s, will also play an important role.

- Conflict drivers and critical peacebuilding needs: *Brief analysis of key conflict and peace drivers and the status of government’s and other efforts to reduce the risk for (re)lapse into conflicts. Who are the key actors? In which areas do they engage and how? Are there national strategies for peacebuilding which have been articulated or are in place, that reflect government’s commitments to achieve peace relevant results? Which sectors are the priorities?*

- Existing efforts and gaps: *What are the current peacebuilding efforts? In which sectors are donors engaged, and in which ones they are resistant to intervene? What is the evidence of urgent financial or peace relevant gaps which need to be addressed?⁷ What are any risks of PBF engagement in terms of other actors’ positions?*

Different sectors of society, both in Bogotá and the regions, are increasingly promoting public debate around possible post-conflict scenarios, these sectors include: academia, civil society organizations, media, political parties, among others. Despite this growing nationwide debate on post-conflict issues, thus far no national or international actor has been involved in, or is developing, a massive campaign to promote the involvement of all Colombians in peacebuilding. For this reason, the Government of Colombia at the highest level has supported this United Nations initiative at this critical juncture, when the topic is at the heart of public debate.

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 above-noted paradox—with people wanting a peace process but not believing it can be achieved—may be addressed through a campaign to generate content on how citizens can contribute to a culture of peace in all areas of life, and on the relationship between peace and democracy, economic growth, development and human rights. A peace campaign would promote actions in line with Colombia’s historical responsibility for all its citizens to feel they are able to

⁶See Annex “Proceso de conversaciones entre el Gobierno Nacional y las FARC-EP”

⁷ Fill in the proposed tables at Annex A, B, C.

lay the groundwork for the transition, peacebuilding and reconciliation. Colombians must be well informed and feel part of the process towards reaching that goal.

The United Nations has dedicated an important part of its efforts in Colombia towards peacebuilding and reconciliation, and so is in a particularly advantageous position to launch a broadly inclusive public awareness campaign. Moreover, the development and implementation of an effective campaign to promote the necessary change of attitude at this crucial moment is in line with the role that the United Nations must play as a credible international actor in the midst of a peace opportunity. A massive campaign to promote citizen awareness for peace would promote the commitment of all Colombians to the common cause of mobilizing their best forces to build peace and visualize the benefits that a country in peace would bring to all its citizens.

The United Nations system in Colombia has decided to pursue a “communication for peace” campaign, as it is recognized in Colombia as a legitimate actor⁸ and is not associated with any political sector. Therefore, the campaign can provide a venue in which peace efforts and initiatives—which have traditionally been scattered—can be brought together and coordinated.

If this campaign develops specific content on the public’s role in peacebuilding and the benefits of peace for development, we will succeed in contributing to a sustainable culture of peace and reconciliation.

It’s worth mentioning that in diverse national and regional forums around the peace process, facilitated by UN, social groups have proposed to promote a culture of peace. Also, at the National Summit of Women and Peace held last October 2013, one of the main proposals made by women organizations was to work around building a culture of peace as a crosscutting issue through public and artistic campaigns from the field to ensure a stable and lasting peace.

It is urgent, then, that awareness be raised among the Colombian people on lasting strategies for peace through dialogue and reconciliation—not only with the armed actors but in their day-to-day activities. While the campaign is not focused on the dialogue process in Havana, it does support the overall perspective of the Government of Colombia of pursuing a stable, lasting peacebuilding process. The scope of the campaign will be broader than the actual peace talks in Havana between the Government of Colombia and the FARC.

The campaign will have an impact the national level (largest cities) and a special focus in two of the sub-regions mentioned above, Southwestern and Northeastern, considering that they will be the ones most impacted by the results of the current peace process and the eventual post-conflict scenario. This has been discussed with the Government of Colombia.

- *Catalytic effects:*⁹ *What are potential catalytic effects (financial leverage, unblocking political processes)? Is the project accelerating the peacebuilding process? If yes, describe how. Is the project unblocking a peacebuilding process under stalemate? If yes, describe how. How is the project going to attract additional funds (either from other donors or from the Government) to scale up activities in the targeted area?*

Since the objective is to launch the peace campaign before the 2014 electoral process, the topic of a culture of peace should be placed in the political discussions of candidates and the public, in addition to the Havana peace process. This will contribute to peacebuilding by bringing in allies from other sectors of civil society and private enterprise.

The Government of Norway, a guarantor for the peace talks, is a major supporter of the UN campaign. As result of this, Norway funded an initial peace pre-campaign developed in last December 2013 to take advantage of the holiday’s season as a time to promote peace and reconciliation. This campaign was

⁸ According to the “Barómetro de las Américas” LAPOP 2013 survey, 49.7% of respondents nationwide believe that the UN should help implement the peace agreement.

⁹ 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)*

based on two 30 seconds TV spots that were aired on the main TV channels from December to January with messages promoting peace with quotes from Nelson Mandela and Mother Teresa. The messages are also being disseminated through social media networks in January to February 2014. This pre-campaign was intended to introduce the main UN-led peace campaign funded by the PBF. Until today the pre-campaign has a reach of 62.5% of the national public through TV¹⁰ and 2,600,000 people through free-press media reports, all this with an investment of \$400,000 US. The remainder of the budget is programmed towards the follow up and technical assistance.

The Government of Colombia fully supports the launching of this campaign, as well as the second phase of the more comprehensive campaign. The Government is committed to support the negotiation of the commercial agreements to implement the project. In addition to this commitment, there are indications that public broadcasting can be accessed through the government's national radio network and local community radios as an in kind contribution to the campaign valued in \$300,000 US.

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 strategic focus of this massive campaign would be to promote a culture of peace among all Colombians in their daily life and lay the ground for increased reconciliation efforts. The objectives that will guide the project are:

1. To highlight the benefits of peace, framed in security, economic growth, cohabitation and development, among other issues.
2. To contribute to the creation of a sustainable culture of peace and reconciliation.
3. To motivate a favorable attitude towards the achievement of peace.
4. To create a sense of shared responsibility for the promotion of peace and reconciliation.

By the end of the project, a change in public opinion is expected to occur among the public, with people expressing more knowledge of the value, principles and concepts of culture of peace and the changes needed to build a comprehensive peace and feeling that they play a part in this process. After this campaign, we expect the general public to exhibit a more positive opinion towards the feasibility of peace, as well as being more optimistic and proactive in living peacefully with others.

This is expected to increase awareness towards the promotion of a sustainable culture of peace in daily life, aimed at: generating the adequate environment, encouraging respect for human rights, equality, democratic participation, solidarity, tolerance, social inclusion, safety and socially sustainable development, among others aspects related to a culture of peace.

The campaign will be presented through several means of communication to allow the greatest possible reach among the population in the different regions of the country. The messages will be specially adapted to the different segments of the population to facilitate understanding and appropriation.

- Key target groups/beneficiaries: Who are the target beneficiaries of each project and activity? (N.B.: The targeted groups could either be the source of conflicts and/or groups at risk of conflict, which does not necessarily coincide with the category of economically vulnerable groups). Describe their profile in quantitative and qualitative terms. What are the relationship dynamics among different groups? What incentives will be used to ensure their participation and 'change'?

¹⁰ According to national media studies, at least 90% of people in Colombia watch TV.

The campaign will aim to reach all Colombians through national media networks, but it will be directed with a stronger emphasis to those segments of the population who are skeptical about achieving peace. In accordance with the national survey conducted in November 2013 by a group of leading media outlets (Revista Semana and Grupo RCN),¹¹ this target audience is concentrated in the medium-low income households and increasing in medium-high income households.

Even though the target group might seem very wide, for effectiveness purposes the communications foreseen in the campaign will be segmented among the following groups, with an emphasis in the medium-low income households and increasing in medium-high income households:

- General Public: Children, women and men from rural and urban areas that are reached by massive traditional and digital media.
- Opinion Leaders: Credible and respectable editorialists of the main news media in all regions of the country.

The nation-wide campaign is needed because all citizens have a responsibility to promote the principles of peace. However, regional variations will be taken into account by designing different messages for urban and rural populations. The messages will intend to attend at least two of the six regions mentioned with major participation of women involved in social and peace organizations as well as young people including “Colombia Joven”¹² activities. UNFPA reports showed that young women are the most affected by internal displacement¹³, and according to recent surveys, women are the most skeptical about achieving peace as well as their believe on reconciliation¹⁴.

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?

If public opinion is mobilized in broad, nationwide support of peace initiatives, peace processes in Colombia will be less likely to be stymied by those who would seek to derail them.

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? Is the project targeting specific conflict-prone areas only? Which ones: urban or rural high risk areas? Is there a phasing of support/ activities? Is Will e.g. ‘public security’ be addressed first before the next area of engagement will be tackled (e.g. reconciliation)? Which conflict factors will be addressed in a short term (triggers) and a longer term (root causes)? Does the project include a regional dimension (e.g. South–South exchanges)? How are ‘do not harm’ principles and gender balance taken into account?

The campaign will seek to:

- Make the end of the conflict and peacebuilding appear as reachable goals and make all those in the target audience feel responsible and involved in the peacebuilding process. This approach will include stocktaking of the cost the armed conflict has had for the country and highlight the

¹¹<http://bit.ly/18IPAjq>

¹²Presidential Program for the National Youth System.

¹³The displaced population is predominantly young women (under 18 years and women constitute more than 75% and rates of female headship at around 40%) and is characterized by higher rates of poverty, unemployment, food insecurity, dislocation social, and high rates of gender violence. <http://www.unfpa.org.co/menuSup.php?id=5>

¹⁴“Barómetro de las Américas” reported that in areas of conflict, 76.8% of national respondents and 80.3% of people surveyed in the region believe that little or nothing will be possible in the negotiation with the FARC. When disaggregated by sex, women have less expectation on the peace process and believe less in FARC. Also, 54.9% (national) believe that reconciliation is not possible with the FARC. Women are more skeptical to believe in reconciliation.

opportunity that is presented by the ongoing peace talks, as well as the specific responsibilities of the State and of citizens.

- Communicate the advantages, benefits and opportunities that peace will bring about for the country.
- Promote a favorable public opinion towards peace, independent of electoral scenarios and political dynamics.
- Lay ground for reconciliation.

The campaign will have “before”, “during” and “after” phases, which will occur at both the local and national levels.

Phase 1: Before

A broad call will be issued to civil society organizations and sectors that have made efforts in the form of communications to build a culture of peace, so as to leverage what they have learned with regard to successful and failed strategies, and to use a participatory approach in designing the essential content of the campaign. It is important to start from these experiences, despite their piecemeal and sometimes marginal character, because they have yielded outcomes that may be replicable – or, just as importantly, provide lessons about which strategies are less successful. This approach will also make it feasible to forge partnerships with groups best suited to implement the campaign and will help scale the campaign to a mass audience.

In addition to the stocktaking exercise, during this phase, a public relations agency will be selected, and the campaign will be planned in detail. The “expectations campaign” should be started before the central component of the communication campaign is launched. The scope of the campaign will be national, and it will be targeted the general public and opinion leaders. To build the baseline to assure impact on target groups, an independent firm will conduct a national survey. The campaign will be conducted through all mass media: television, radio, print and online. Duration: January to February 2014.

Phase 2: During

After the expectations campaign is launched, and before the March elections, the first stage of the central component of the campaign will target the general public with the message of believing in peace and believing that they can be a part of peace and of building a culture of peace, thereby starting to create the expected change. The target group will be the general public and the scope will be national, with an active presence in all national mass media: television, radio, printed press and online outlets. The messages should take a differentiated approach in accordance with the cultural characteristics of each region.

This phase will have the following stages:

Creation: Conceptualization of all communication pieces for the various types of media and activities, including mass, digital and non-mainstream media.

Production: Production of audiovisual pieces (television commercials, radio spots, print ads, online videos, etc.)

Implementation: All produced and completed pieces will be placed, depending on their nature, as follows:

- Mass publicity (television, radio, out-of-home, print): These pieces will be channeled through the media clearinghouse (Beat), in accordance with the objectives of each phase, in the leading national, regional and local media outlets.
- Internet: All pieces intended for dissemination through the digital ecosystem.

The advertising agency will produce:

- 4 TV spots of 30 seconds, two of them will be one for women and one for youth targets.
- 2 posters references for print.

- 2 radio spots of 30 seconds.
- Digital strategy to spread the campaign through social networks.
- 4 online videos reference of 60 seconds, two of them will be one for women and one for youth targets.
- OOH (Out Of Home): Massive Transport Systems at the largest cities; Billboards in rural areas.

Duration: February to September 2014.

Phase 3: Evaluation and projection

A final independent evaluation will be conducted on the effectiveness of the campaign. Lessons learned and recommendations will be identified to ensure continuity either at the national and sub-national levels. The independent evaluation will be performed by an external body/consultant, using the data available from the initial and final surveys. It also will include the analysis of qualitative data obtained from ex-ante and ex-post focus groups/discussion groups and key-informant interviews at the national level. These methodologies will be considered to capture how specific groups perceive issues related to peacebuilding and reconciliation. The evaluation will try to determine the achievement of the outcomes, how the different elements were integrated to achieve the intended outputs, and what can be learned from the implementation.

Duration: October 2014.

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.¹⁵ Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).¹⁶

Project coordination—particularly in executing the message—encompasses all aspects related to creation, development, graphic and audiovisual design, production, dissemination and activation of the strategy in the various types of media and communication, along with related monitoring efforts:

Project coordination will be the responsibility of a project manager, with the support of a technical committee consisting of communications staff of the following UN agencies: UNDP, UNIC, UNHCR, OHCHR, UNICEF, and UNFPA. The Executive Board will consist of the Resident Coordinator of the United Nations system in Colombia and the heads of the UN agencies participating in the campaign: UNDP, UNIC, UNHCR, OHCHR, UNICEF, and UNFPA. The High-level Board, to consist of the Resident Coordinator of the United Nations system in Colombia and a delegate of the Government of Colombia, will supervise and approve the campaign's activities and outputs. As the project develops, the Executive Committee may include the participation of representatives of civil society, partners in the campaign, and donors.

To develop, produce, and disseminate the campaign, an experienced public relations and communications agency will be hired.

5. 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*

¹⁵It is recommended to annex ToRs of the Project Board to the Project.

¹⁶ Use the table of Annex as a reference model.

Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.¹⁷

UNICEF as the recipient agency for the resources will manage the resources.

The project manager will assume the role of “client” for the agency executing the campaign, and will have the following responsibilities:

- Lead the project with support from the Technical Committee and Executive Committee.
- Report on project status to the Executive Committee and High-level Committee.
- Monitor the agency responsible for executing the campaign.
- Other responsibilities as determined by the Executive Committee.
- Review project budgets and activities.
- Seek partners for the campaign.
- Organize project timetables and logistics.

b) Budget

6. 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.*

¹⁷ It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

PBF PROJECT BUDGET			
CATEGORIES	Amount Participating Agency UNICEF	Amount Participating Agency	TOTAL
1. Staff and other personnel	\$90,000		\$ 90,000
Consultant Project manager – full time for 10 months	\$ 50,000.00		
Program Officer – full time for 10 months	\$ 40,000.00		
2. Supplies, Commodities, Materials	0.00		0.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	0.00		0.00
4. Contractual services:			
5.Travel	\$50,000.00		\$50,000.00
6. Transfers and Grants to Counterparts			
7. General Operating and other Direct Costs	\$1,529,158.88		\$1,529,158.88
<i>Design of Concept</i>	\$50,000.00		
<i>Production costs</i>	\$250,000.00		
<i>Broadcasting media</i>			
- Main TV private channels	\$300,000.00		
- Regional TV public channels	\$200,000.00		
- Main radio broadcasting networks	\$300,000.00		
- Community radio stations	\$59,158.88		
- National press	\$200,000.00		
- OOH (Out Of Home): massive transport systems, buses and billboards in prioritized regions.	\$170,000.00		
9. M&E	\$200,000.00		\$200,000.00
Sub-total for Ex-ante and ex-post survey	\$75,000.00		
Subtotal for evaluation	\$75,000.00		
Subtotal for recollection of ex-ante and ex-post qualitative data (i.e. 2 focus groups and 15 key-informant interviews)	\$50,000.00		
Sub-Total Project Costs	\$ 1,869,158.88		\$ 1,869,158.88
10. Indirect Support Costs* UNICEF	\$130,841.12		\$130,841.12
TOTAL	\$ 2,000,000.00		\$2,000,000.00

* 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) Sustainability

Sustainability of projects: *Describe how the project's achievements can be sustained. How does the project intend to consolidate its gains after its completion? What are the mechanisms in place to ensure that the peacebuilding results are consolidated? What institution will be in charge of carrying on the work afterwards? With which source of funding? What are the major steps of an exit strategy?*

Potential donors will be contacted to mobilize complementary resources, and partnerships will be forged with the private sector and civil society organizations. The campaign is expected to become a common communication strategy for the United Nations in Colombia, so as to allow for future actions to be coordinated and to ensure continuity in the message. The UN Communications Team will include the theme of the Peace campaign as a cross-cutting issue in the strategic activities of all UN agencies, for example the commemorative UN days and public events.

After the elections, the support of the government may be secured and appropriation by State entities will be sought in order to provide continuity in communication and support efforts along pedagogical lines, working closely together to strengthen the peacebuilding process in Colombia.

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
Suspension of dialogue process	low	high	Adaptation of timetables and communication messages. Use of non-mainstream media.
Political campaigns during the 2014 elections might portray the UN Peace message through a particular ideological lens.	high	low	
Increase in violence	high	low	Development of policy messages from the UN.
Legal restrictions on public campaigns during election season	high	medium	

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

<i>Policy statement / national roadmap for peace building:</i>								
<i>Purpose of PBF support (type of expected change):</i>								
<i>Theory of change statement:</i> If this campaign develops specific content on the role of the public in peacebuilding and the benefits of peace for development, we will succeed in contributing to a sustainable culture of peace and reconciliation.								
(1) Outcomes and type of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget	(9) Assumptions
<i>Outcome 1: At the end of the national communication campaign, at least 70% of a representative sample of the national public opinion, demonstrates higher awareness on how to contribute to a culture of sustainable peace and reconciliation.</i>	<p><i>1. Percentage of people who demonstrate better knowledge of peacebuilding in Colombia (The sample will be representative for the national level, with disaggregation for urban and rural areas).</i></p> <p><i>2. Qualitative analysis of key-informant interviews at the national level, on the issues of peacebuilding and reconciliation</i></p>	<p><i>1. Baseline: N/A The data will be obtained from the initial survey.</i></p> <p><i>1. Target (Oct. 2014): To be determined by the initial survey.</i></p> <p><i>2. Baseline: N/A The data will be obtained from the initial round of interviews.</i></p> <p><i>2. Target: There is a positive notion on resolving conflicts peacefully and the importance of reconciliation.</i></p> <p><i>3. Baseline: N/A The data will be obtained from the initial round of</i></p>	<p>Output 1 <i>“Communication for peace” campaign executed throughout the country.</i> <i>- Activity 1</i> <i>Design of content and scope of the campaign (Briefing for selected Agency).</i> <i>- Activity 2</i> <i>Baseline survey</i> <i>-Activity 3:</i> <i>Production of messages and media material.</i> <i>-Activity 4:</i> <i>Monitoring of awareness and top of mind.</i></p> <p>Output 2 <i>Management response to the assessment of the communication’s</i></p>	<p>Output 1 <i>1. Number of phases of the Campaign completed according to timeframe.</i> <i>2. Number of audiovisual products made.</i> <i>3. Number of appearances in media outlets to disseminate the campaign</i> <i>4. Number of times that campaign-related matters trend on social media.</i></p>	<p>Output 1 1. Baseline: Zero 1. Target: The campaign must implement all four phases described as the activities in column 4. 2. Baseline: Zero 2. Target: To be determined with selected agency and partners 3. Baseline: Zero 3. Target: To be determined with selected agency and partners 4. Baseline: Zero 4. Target: To be determined with selected agency and partners</p>	UNICEF		<p>Public opinion in Colombia has been highly tolerant of violence and its causes, and public inaction has been prevalent. The campaign will have a positive impact on content in media with regard to a culture of peace.</p>

		interviews. 3. Target: Opinion leaders at the national level recognize a positive change in the public discussion about peace and reconciliation.	campaign is complete and underway. Activity 1: Assess the effectiveness of the campaign Activity 2: Analyze and rate findings and recommendations of the assessment Activity 3: Build an action plan or management response to the recommendations in order to increase the effectiveness and scale of future initiatives related to peacebuilding and reconciliation	Output 2 1. Level of implementation of management response	Output 2 1. Baseline: Zero 2. Target: The management response must implement all four phases described as the activities in column 4.			
Outcome 2: More than 50% of representative sample of women and youngsters in two of the most affected regions by the armed conflict in the country are more prone to promote peace and reconciliation in their communities.	1. Percentage of women and youngsters –in all prioritized municipalities- who exhibit more positive perceptions and better knowledge on how to build peace and promote reconciliation 2. Type of perceptions of sampled groups of women and youngster,	1. Baseline: N/A The data will be obtained from the initial survey. 1. Target (Oct. 2014): To be determined by the initial survey. 2. Baseline: N/A The data will be obtained from the initial round of observations, meetings and interview with local	Output 1 Regions and municipalities have been prioritized, according to conflict analysis and feasibility of achieving expected results. -Activity 1: Prioritizing areas to focus. Output 2 Regional and municipal discussions groups have been developed and implemented to	Output 1 1. Number of municipalities that implement a participatory strategy to modify communitarian perceptions on peace and reconciliation. Output 2 1. Number of Regional and municipal discussion groups	Output 1 1. Baseline: To be determined 2. Target: At least one in each of the selected regions. Output 2 1. Baseline: Zero 1. Target: At least one in all selected regions and	UNICEF		Women and young people have been the most active and resilient population to the impact of the violence. At the end of the campaign women and youth organizations will be more active in peacebuilding.

	regarding conflict, peacebuilding and reconciliation.	communities. 3. Target: The sampled groups of women and youngster exhibit a positive appraisal regarding the possibility of building peace in the municipality and promoting reconciliation.	stimulate public discussions about peacebuilding and reconciliation at the local level. -Activity 1: One discussion group hold on each area prioritized. -Activity 2: Women's and youth organizations share their experiences in peacebuilding and reconciliation	Output 3: 1. Number of women's and youth organizations that participate	municipalities. Output 3: 1. Baseline: To be determined from the initial conflict analysis in each of the prioritized municipalities and regions. 2. Target: To be determined from the initial conflict analysis in each of the prioritized municipalities and regions.			
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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) & (5) 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 25%) 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.¹⁸ 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 M&E frameworks will be based on two surveys:one at the begging of the campaign and the other at the end. These surveys will be design to be representative at least at the national level and for the selected populations. The surveys will measure knowledge and attitude towards culture of peace and peacebuilding issues. The Project Manager will insure the full meet of activities and the achievement of all outputs according to the action plan and the result framework.

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.

The recipient agency for the resources will be UNICEF.

- 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 UNICEF Country Office in Colombia is finalizing the sixth year of implementation of the current cooperation programme with the national government (2008-2015). The Office has implemented approximately USD 22 million in 2013, through technical assistance and project cooperation agreements with over 30 national and local implementing partners, as well as with 84 individual and corporate contractors. The Office has been recognized by institutional partners, civil society organizations, community members and agencies from the United Nations System, as a reliable partner that delivers relevant results with transparency and opportunity (taken from the conclusions of Mid-term review of 2010 and the annual review held in November of 2013).

UNICEF has the advantage of combining different strategies to help partners and allies to achieve their own goals in a manner that is sustainable and efficient. These strategies include: capacity development, knowledge management, partnerships, advocacy, and communication for development and service delivery in humanitarian situations). In contributing to guarantee the rights of children and adolescents, UNICEF has positioned itself as a neutral and independent agency that provides practical solutions, aligned with national and local priorities and in coordination with the rest of the key actors of the United Nations, donor countries and aid agencies.

Most recently, UNICEF has lead various interagency communication initiatives as the campaign in 2010 on Education in Emergencies from the IASC Group on Education in Emergency. UNICEF led

¹⁸See M&E section in PBF Guidelines.

and coordinated the interagency communication team in collaboration with national authorities and NGO to develop the communications campaign in certain selected areas that were at time the most affected by emergencies, either by conflict or natural disasters. The campaign posters and radio pieces were developed, transmitted and sent to over 200 municipalities¹⁹. This campaign managed to position the theme “Education in Emergency” and its public policy in the targeted audience as public schools, decision makers in the sector and local authorities. Also, in 2009, UNICEF and OCHA led the UN communication strategy to assist the Government of Colombia on AH1N1 crisis. While, PAHO/WHO and RCO assisted the Government at the technical and political level, UNICEF and OCHA assisted and supported National Government health authorities to plan, produce and implement a communications campaign to prevent AH1N1 virus and guide general public on “what to do”, through national TV and radio spots, posters and pieces disseminated online, specially for public institutions as schools, hospitals, and offices at local, regional and national level²⁰. The campaign achieved impact the general public at all levels, and still today is common to see graphic pieces are used in public places across the country.

One of the most recent experiences of UNICEF in joint programming was the Joint Programme “UN System response to the emergency caused by La Niña phenomenon 2010-2011”. This programme created and strengthened alliances with the national government and its ministries, local governments, implementing partners, communities and indigenous and Afro-descendant authorities and 6 agencies of UN: FAO, PAHO, UNDP, OCHA, UNICEF and IOM. The agreement made possible to attend 63,000 people in water, sanitation and hygiene; education in emergencies; health; nutrition; livelihood recovery and temporary accommodation. From the lessons learned of this joint endeavor, a reference model for comprehensive humanitarian assistance was obtained in order to complement future national government's response. UNICEF also participated in three other joint programmes related to: 1) nutrition, food security and child care in the department of Chocó (WFP, PNUD, PAHO, FAO, UNICEF); 2) Integration of Ecosystems and Adaptation to Climate Change (UNDP, PAHO, FAO, UNICEF); and 3) peacebuilding in the department of Nariño (UNDP, FAO, UNHCR, UN Women, UNICEF).

Regarding communications, UNICEF has developed in the last years a solid communications strategy in order to advocate and create awareness on the importance of the guarantee of children's rights, as well as, with in order to position the brand in the country. There is a capacity to develop and coordinate communications cross country however the current human resource in the communications area would need to have support to be able to coordinate the campaign.

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.²¹ Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).²²

Project management will be the responsibility of a project manager, with the support of a technical committee consisting of communications staff of the following UN agencies: UNDP, UNIC, UNHCR, OHCHR, UNICEF, and UNFPA. The Executive Board will consist of the Resident Coordinator of the United Nations system in Colombia and the heads of the UN agencies participating in the campaign: UNDP, UNIC, UNHCR, OHCHR, UNICEF, and UNFPA. The

¹⁹<http://bit.ly/1couCSa>

²⁰<http://www.colombiassh.org/site/spip.php?article410>

²¹ It is recommended to annex ToRs of the Project Board to the Project.

²² Use the table of Annex as a reference model.

High-level Board, to consist of the Resident Coordinator of the United Nations system in Colombia and a delegate of the Government of Colombia, will supervise and approve the campaign's activities and outputs. As the project develops, the Executive Committee may include the participation of representatives of civil society, partners in the campaign, and donors. The Project manager will be supported by a Programme Officer.

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)²³, 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 July 31st;

²³ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- 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 \$
	1) USAID		2010 – 2013	1) US\$ 600million	
	2) EU		2010 – 2013	2) US\$ 203 million	
	3) Gov. of Canada		2010 – 2013	3) US\$ 90 million	
	4) Gov. of Germany		2010 – 2013	4) US\$75 million	
	5) Gov. of Sweden		2010 – 2013	5) US\$72 million	
	6) AECID		2010 - 2013	6) US\$ 54 million	

Annex B:

Mapping of UN Recipient Organizations

UNICEF

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

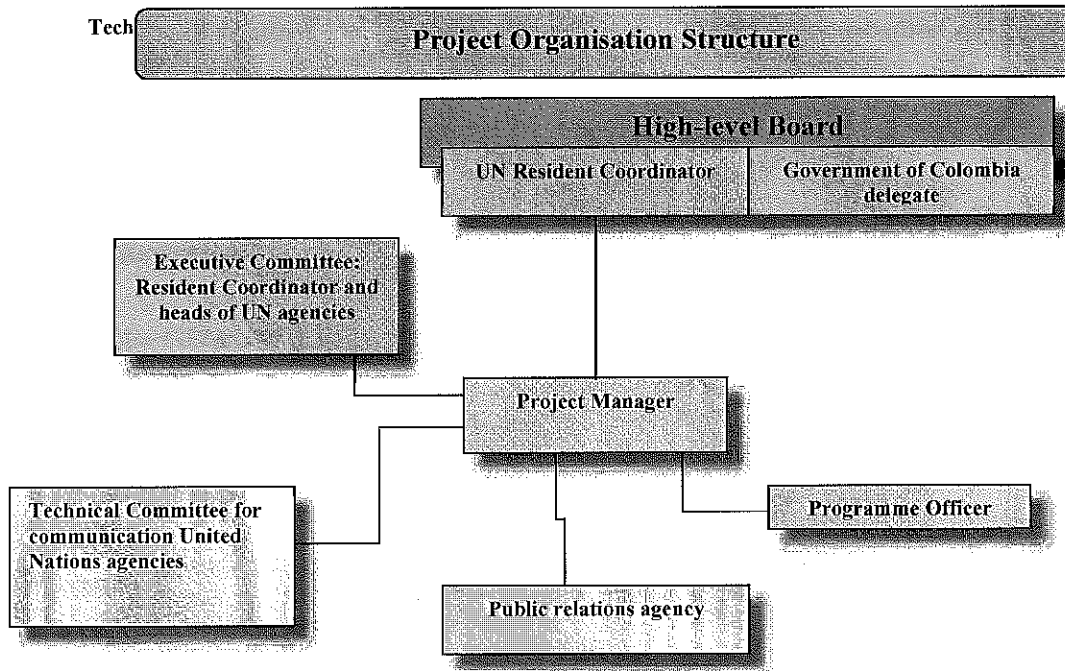
UN Agency	Key Sectors(top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ²⁴	Annual Budget (this year) per Recipient Organization in key sectors ²⁵	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNICEF	Humanitarian Action and Protection, Public Policy, Education, Survival and Development.	11,911,485 (FUNDS SPENT)	22,504,102(FUNDS ALLOCATED).		

²⁴ 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

²⁵ 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).

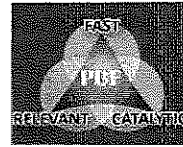
Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans 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 1²⁶	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			

²⁶ 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:		