



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

**PROJECT DOCUMENT COVER SHEET**

<b>Project Title:</b> Short-term Emergency Support to National PBF Secretariat in Guinea Bissau (2014)	<b>Recipient UN Organization(s):</b> UNDP
<b>Project Contact:</b> Raluca Eddon Peacebuilding Officer <b>Address:</b> UNDP - Bissau <b>Telephone:</b> +245 678 8772 (Guinea-Bissau) <b>E-mail:</b> eddon@un.org	<b>Implementing Partner(s):</b>
<b>Project Number:</b> <i>To be completed by UNDP MPTF Office</i>	<b>Project Location:</b> Bissau
<b>Project Description (Theory of Change):</b>  One-year support to PBF Secretariat to oversee implementation of USD 5 million IRF portfolio, including the IRF project in support of the electoral process, as well as the review of the Peacebuilding Priority Plan and the Peacebuilding Strategic Framework/Statement of Mutual Commitment and the re-engagement of the PBF and PBC in the immediate post-electoral period.	<b>Total Project Cost:</b> USD 441,696 <b>Peacebuilding Fund:</b> USD <b>UNDP BCPR TTF:</b> 0 <b>Government Input:</b> 0 <b>Other:</b> N/A <b>Total:</b> USD 441,696 <b>Project Start Date and Duration:</b> 1 January – 31 December 2014 (one year)
<b>Gender Marker Score<sup>1</sup>:</b> 1 <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved. IRF packet includes a project on promoting Women's Electoral Participation</i>	
<b>PBF Outcomes<sup>2</sup></b> (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding): <i>(Re)-establish essential administrative services (Priority Area 4):</i> PBF funds managed transparently, strategically, cost-effectively and catalytically maximizing PB opportunities.	

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

<sup>2</sup> 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: IRF portfolio effectively implemented, contributing to improved political stability, civic empowerment and strengthened state capacity for planning in lead-up to the elections**

**Activities:**

- 1- Provide technical assistance to the development of IRF projects in accordance with PBF guidelines**
- 2- Oversee effective implementation of IRF projects in line with stated project outputs**

**Output 2: PBF and PBC effectively re-engage in the post-electoral period**

- 1. Coordinate review of Peacebuilding Priority Plan based on updated conflict analysis**
- 2. Coordinate review of Peacebuilding Strategic Framework/Statement of Mutual Commitment**
- 3. Advise and support PBSO and UNIGBIS senior management in the review and restructuring of in-country PBF oversight structures, including the Joint Steering Committee and the Technical Review Group**

(for IRF-funded projects)

**Recipient UN Organization(s)**  
**UNDP**

*Name of Representative*  
*Gana Fofang, Resident Representative*

*Signature*

*Date & Seal*

**Representative of National Authorities**

*Name of Government Counterpart*  
*Signature*

*Date & Seal*

**Peacebuilding Support Office (PBSO)**

*Name of Representative*  
*Judy Cheng Hopkins, Assistant Secretary-General for Peacebuilding Support*

*Signature*

*Peacebuilding Support Office, NY*  
*Date & Seal*



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## PROJECT COMPONENTS:

### COMPONENT 1: (The “WHY”)

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

##### Conflict drivers and critical peacebuilding needs:

Guinea Bissau has been one of a first group of four countries to be referred by the Secretary General to the Peacebuilding Commission (PBC), which established a Country-Specific Configuration (CSC) for Guinea Bissau in December 2007. Subsequently, in 2008, the Peacebuilding Fund (PBF) allocated a funding envelope of US\$ 6 million. In 2010, Peacebuilding Priority Plan (PPP) was developed for three years (2011-2013) and served as the basis for a second PBF allocation of US\$ 16.8 million in January 2011. This allocation envisaged a comprehensive support package focused on four areas: (1) Security Sector Reform - Military; (2) Security Sector Reform – strengthening civilian authority; (3) Peace dividends: Employment; (4) Reconciliation, National Dialogue and Good Governance. In addition, PBSO envisaged that (5) the support provided to the Joint Steering Committee (JSC) and the Technical Review Committee by the National PBF Secretariat be continued and strengthened, especially in light of significant challenges encountered in the implementation of the first PBF allocation. However, the implementation of this allocation was abruptly interrupted by the coup d'état of 12 April 2012.

The coup d'état of 12 April 2012, which took place on the eve of campaigning for the second round of presidential elections, ended the longest-serving government in Guinea-Bissau since 1998. The coup happened as a result of a combination of internal causes: (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 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 presidential elections of 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 not been restored in Guinea-Bissau notwithstanding the continuing efforts of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), sub-regional, regional and international partners to resolve the crisis. Elections were initially scheduled for November 2013, but have been postponed. The new date that has been announced is 16 March 2014.

PBSO responded to these developments with a freeze on the PRF allocation. However, with the arrival of SRSG Ramos Horta in February 2013, the PBF made available to Guinea Bissau an emergency funding window of USD 5 million in support of essential activities that need to be undertaken prior to the elections. To date, three Immediate Response Facility (IRF) projects have been developed under this window (the High-Level National Commission on Strategic Planning and Coordination, a Labor-Intensive Employment Scheme Targeting Women and Youth to demonstrate the potential peace dividends of political stability and lay the foundations for a comprehensive employment strategy as part of post-electoral state reconstruction, and support to the National Electoral Commission for the purchase of essential supplies, such as ballot boxes, voting booths, indelible ink etc.), and three more are under development (women's electoral participation, strengthening enforcement against drug trafficking, and strengthening electoral security).

##### - Existing efforts and gaps:

A PBF National Secretariat was established under the first PBF allocation, and, despite initial delays and challenges, was functioning as a hub for the coordination of PBF and PBC-related activities in Guinea Bissau by time the second allocation was received in 2011. It had supported sixteen JSC meetings and was liaising on regular basis with the Technical Review Group, MDTF-O, UNCT, UNIOGBIS, PBSO, as well as all other relevant national and international partners.

The Secretariat was exempt from the freeze on the portfolio in the aftermath of the 12 April 2012 coup in order to pursue its mandate of providing regular updates and analysis to PBSO that could inform future programming decisions as well as decisions related to the engagement of the PBC. Subsequently, as the IRF window was made available to Guinea Bissau in July 2013, the Secretariat became closely involved in



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](http://www.unpbf.org/catalytic-programming), or *Guidance Note How to programme for catalytic effects?* (Annex 5.2)

-Project focus:  
The Secretariat consist of 3 nationally-recruited staff (1 National Programme Officer, 1 Administrative Assistant, and 1 driver), with daily team management provided by an international Peacebuilding Specialist recruited through UNDP. The Secretariat used to include 1 internationally-recruited UNV focusing on Monitoring, Evaluation and Communications, who left at the conclusion of his contract in March 2012; a recruitment was under way at the time of the 12 April coup, but has been suspended. The current proposal includes minimal funding costs for the Secretariat, as well as two further expenditure lines for a conflict analysis to be conducted in 2014 in the context of the Priority Plan Review (USD 60,000) and for HQ support (travel – USD 30,000).

## a) Project focus and target groups

### COMPONENT 2: (the "What")

-Catalytic effects:  
The World Bank, the IMF and the ADB all took note the decision of PBSO to support the continued functioning of the PBF Secretariat in Guinea Bissau and the successful implementation of the IRF projects is likely to have a strong catalytic effect following the elections. The World Bank, for example, has expressed a strong interest in the employment project, while one of the outputs of the High-Level Strategic Planning Commission is the organizing of a donor round-table to support the post-electoral state (re)building phase.

-Project's relevance to peacebuilding:  
The Secretariat offers critical technical assistance to the development and oversight of PBF projects, both PBF and IRF. While the JSC remains suspended, it has been monitoring the enforcement of the PBF portfolio freeze, while ensuring a timely response on the part of UNIOGBIS to the availability of the IRF window. It is responsible for ensuring coherence and synergy among PBF and PBC activities in Guinea Bissau and serves as a liaison among the entities of the peacebuilding architecture in NYHQ and UNIOGBIS, as well as between the UN and national and international partners involved in peacebuilding in GB. Prior the 12 April 2012 coup, the Secretariat worked closely with the Ministry of Economy, Planning and Regional Integration in order to strengthen the Ministry's capacity to lead the technical oversight of peacebuilding projects; the Secretariat plans to resume this engagement following the elections as part of the broader state (re)building process outlined by the SRSQ.

## b) Project (Portfolio) Justification

The current proposal outlines the need for support in 2014 around two outcomes: (1) IRF portfolio effectively implemented, contributing to improved political stability, civic empowerment and strengthened state capacity for planning in lead-up to the elections; and (2) PBF and PBC effectively re-engage in the post-electoral period.  
Funds be available for Secretariat support for the coming year.  
PBC and advising on the restructuring of the in-country management structures – requires that the new PBSO/PBC visit, providing technical assistance to the post-electoral re-engagement of the PBF and the in overseeing the implementation of the entire portfolio (in the absence of a JSC), supporting the high-level development of the remaining projects under the IRF window, supporting UNIOGBIS senior management exhausted and its ability to continue carrying out crucial tasks in 2014 – such as overseeing the uninterrupted functioning of the Secretariat has meant that resources allocated in 2011 have been Configuration of the PBC, and is expected to play a lead role on the ground.  
Cheng-Hopkins and Ambassador Antonio Parota of Brazil, the new Chair of the Country-Specific been closely involved in the preparations for the joint visit in January 2014 of the ASG of PBSO Judy completion of three projects and is currently involved in the development of three more. The Secretariat has providing technical assistance in the formulation of the projects. Working closely with PBSO, it guided the



- Key target groups/beneficiaries:

**Joint Steering Committee (JSC)**

The main role of the Secretariat is to support the JSC in effectively overseeing all aspects related to the implementation of the PBF in Guinea Bissau.

**Technical Review Group (TRG)**

The Secretariat supports the TRG in its advisory role to the JSC.

**UNIOGBIS & UNCT**

Limited technical capacity within both UNIOGBIS and UNCT make technical assistance from the Secretariat essential to the development and technical oversight of PBF projects.

**Ministry of Economy, Planning and Regional Integration**

As mentioned above, prior the 12 April 2012 coup, the Secretariat worked closely with the Ministry of Economy, Planning and Regional Integration in order to strengthen the Ministry's capacity to lead the technical oversight of peacebuilding projects; the Secretariat plans to resume this engagement following the elections as part of the broader state (re)building process outlined by the SRSG.

**PBSO**

The Secretariat serves as a link between NYHQ and the UN in Guinea Bissau, with a key aspect of its mandate focused on providing updates and analysis to UNHQ that can inform PBSO's decisions regarding PBF's engagement in Guinea Bissau.

**PBC**

The Secretariat seeks to ensure synergy and coherence between the PBC and the PBF and to support the technical aspects of the PBC's engagement in Guinea Bissau.

**b) Theory of changes: linking activities to results**

If a PBF Secretariat is present on the ground to provide technical support to the development of IRF projects and oversee their implementation as well as the reengagement of the PBF and the PBC, PBF funds will be used more effectively, contributing to improved political stability, civic empowerment and strengthened state capacity.

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

**a) Implementation approach**

- Prioritization and phasing of support:

Funds allocated to the Secretariat will support three main types of expenditure: (1) monthly payment of salaries; (2) minimal functioning costs (see detailed budget below); and (3) and updated conflict analysis to inform the review of the Priority Plan. The functioning costs will reflect daily needs as well as the phasing of PBF/PBC re-engagement (e.g., resumption of JSC meetings). The conflict analysis will be undertaken in the first half of 2014.

- 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.*<sup>4</sup>

This is a single RUNO project. The Peacebuilding Specialist (recruited through UNDP) doubles as Secretariat Coordinator. The Secretariat Coordinator is supported by a National Programme Officers. (The ToRs for both positions are attached.)

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



**b) Budget**

CATEGORIES	TOTAL Amount UNDP US\$
1. Staff and other personnel	295,200
2. Supplies, Commodities, Materials	600
3. Equipment, Vehicles, and Furniture (including Depreciation)	1,000
4. Contractual services	65,000
5. Travel	32,000
6. Transfers and Grants to Counterparts	0
7. General Operating and other Direct Costs	19,000
<b>Sub-Total Project Costs</b>	<b>412,800</b>
8. Indirect Support Costs*	28,896
<b>TOTAL</b>	<b>441,696</b>

\* 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**

Description	Year 2014 (12 Months)	TOTAL USD
International Staff Salary	228,000	228,000
National Staff Salary	67,200	67,200
Fuel	2,000	2,000
Travel (HQ Support)	30,000	30,000
Professional Services (Conflict Analysis, translations)	65,000	65,000
Supplies	500	500
Communication	100	100
Maintenance (Equipment, Vehicle)	1,000	1,000
Others Direct Cost (space rental)	19,000	19,000
<b>Sub - Total</b>	<b>412,800</b>	<b>412,800</b>
Indirect Support Costs	28,896	28,896
<b>TOTAL</b>	<b>441,696</b>	<b>441,696</b>



**c) Sustainability**

Support to the Secretariat reflects a medium- to long-term commitment to capacity building in Guinea Bissau. While the SRSB has outlined a vision for comprehensive state (re)building following the elections, this is a long-term project.

**d) Risk management**

<b>Risk</b>	<b>Likelihood (high, medium, low)</b>	<b>Severity of impact on project (high, medium, low)</b>	<b>Mitigating Strategy</b>
High-level political instability continues, including further delays in the electoral calendar and all anticipated post-electoral steps, including PBF and PBC reengagement.	Medium	High	The SRSB in coordination with the international community, including the PBC, will continue his efforts to press national stakeholders to respect current commitments and deadlines.
Unrealistic expectations regarding the PBF and a limited understanding regarding the scope and objective of PBF interventions, as well as frustration regarding the procedures and processes that the Secretariat is responsible for safeguarding	Medium	Medium	The PBF Secretariat has been conducting information sessions as well as meeting with relevant stakeholders in order to clarify and ensure an accurate understanding of the PBF ToRs, rules and procedures.
Lack of technical capacity for project implementation.	Medium	High	The Secretariat has been working closely with the RCO to monitor implementation capacity and flag capacity gaps such that mitigating steps can be taken in a timely manner.

**e) Results framework and Monitoring and evaluation:**

**- Results framework:**



## Results Framework

**Policy statement / national roadmap for peace building:** The extreme fragility of the current political situation in Guinea Bissau demands a multi-pronged approach that can help Guinea Bissau achieve a sufficient level of social and political stability in order to be able to embark upon a process of political transformation that can put an end to the zero-sum game of coups and counter-coups.

**Purpose of PBF support (type of expected change):** Technical support to implementation of IRF projects developed in response to the challenge identified above and to future PBF and PBC reengagement.

**Theory of change statement** If a PBF Secretariat is present on the ground to provide technical support to the development of IRF projects and oversee their implementation as well as the reengagement of the PBF and the PBC, PBF funds will be used more effectively, contributing to improved political stability, civic empowerment and strengthened state capacity.

(1) Outcomes and kind 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
<b>PBF Outcome:</b>  PBF funds managed transparently, strategically, cost-effectively and catalytically maximizing PB opportunities	Success rate of PBF intervention through IRF projects  PBF and PBC positioning in post-electoral context	No coordinated national strategic planning mechanism  Constitutional order not restored 20 months after latest coup  Wide-spread disaffection with relevance of state to daily	<b>Output 1:</b> IRF portfolio effectively implemented, contributing to improved political stability, civic empowerment and strengthened state capacity for planning in lead-up to the elections  <b>Activities:</b>  1. Provide technical assistance to the development of IRF projects in accordance with PBF guidelines	All projects under the IRF envelope allocated to Guinea-Bissau are developed and approved in a timely manner	Baseline 2013: 2 IRF projects approved. Target January 2014: 6 IRF projects approved.  Baseline 2013: 1 IRF	UNDP	441,696US\$	Commitment of national and UN partners to PBF IRF implementation.  Lessons learnt from first allocation successfully incorporated into IRF implementation.  Political will from Government partners to support implementation of IRF projects.  UN and National Partners technical capacity available.  UN and Government partners fully aware of the role of the Secretariat and



			lives of the population	<p>2. Oversee effective implementation of IRF projects in line with stated project outputs</p> <p><b>Output 2:</b> PBF and PBC effectively re-engage in the post-electoral period</p> <p><b>Activities:</b></p> <p>1. Coordinate review of Peacebuilding Priority Plan</p> <p>2. Coordinate review of Peacebuilding Strategic Framework/Statement of Mutual Commitment</p>	<p>Proportion of IRF projects achieving stated project outputs</p> <p>Discussions toward PBC re-engagement starts following electoral process</p> <p>A roadmap for the revision of the Peacebuilding Priority Plan is available and implemented. Peacebuilding Priority Plan is reviewed and approved.</p> <p>A roadmap for the revision of the Peacebuilding Strategic Framework/Statement of Mutual Commitment is available and implemented. Peacebuilding Strategic Framework/Statement of Mutual Commitment is approved.</p>	<p>project under implementation. Target September 2014: 6 IRF projects implemented and outputs reached.</p> <p>Baseline 2013: Peacebuilding Priority Plan 2011-2013 expired Target September 2014: Peacebuilding Priority Plan 2015-2016 available</p> <p>Baseline 2013: Peacebuilding Strategic Framework/Statement of Mutual Commitment expired Target September 2014: New Peacebuilding Strategic Framework/Statement of Mutual Commitment available</p>			committed to support it.
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			<p>3. Advise and support PBSO and UNIOGBIS senior management in the review and restructuring of in-country PBF oversight structures, including the Joint Steering Committee and the Technical Review Group</p> <p>4. Coordinate updated conflict analysis</p>	<p>PBF structures reviewed and restructured where appropriate to ensure enhanced effectiveness.</p>	<p>Baseline 2013: In-country PBF oversight structures' activity suspended since April 2012 Target end 2014: In-country PBF oversight structures' composition and ToRs reviewed and performing again.</p> <p>Updated conflict analysis available in time to inform review of Priority Plan</p>			
<p>Column (1) lists project outcomes. Outcomes measure behavior exchange and should be Focused on peacebuilding. The column also specifies what kinds of exchange are required to accomplish achieve the outcome. These can be: personal, relational, structural or cultural.</p> <p>Example: Outcome: National security services enabled to keep control of violent incidents falling on electoral campaigns Within urban areas. Structural changes.</p> <p>Column (4) lists project outputs and activities. All 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 all which are Contributing to the output.</p> <p>Example: Output: Training Provided to 500 members of the national security services. Activities: Identification of security staff, creation of relevant training modules, conduct of training, assessment, refresher training.</p> <p>Columns (2) &amp; (5) Will Be All which list indicators used to track the status of output and outcome 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 1 per output and outcome.</p> <p>Example: # Of violent clashes related to the second round of the presidential elections (Disaggregated falling on / after vote)</p> <p>Columns (3) &amp; (6) Provide the baseline (ie current position) and set targets for EACH indicator with timeframes for achievement. Targets need to be measurable, verifiable and realistic.</p> <p>Example: Baseline: 75 incidents falling on first electoral period (from ... to) Target (end of project): Significant reduction of violent incidents (at least 25%) Compared to last election</p> <p>Column (7) lists the RUNO driving the project and outlines the person (from RUNO gold Implementing agencies) responsible for Ensuring inputs are Provided.</p> <p>Column (8) lists the key inputs and Budget Will Be All which used For Each output.</p>								



- Systems for M&E of the project (portfolio):

The major reference for project monitoring and reporting will be the results framework of the IRF document. The M&E plan (see template 4.1 of PBF guidelines) will support the coordination of data sources that provide evidence of results achievements as planned and contributing to the peacebuilding process. Administrative M&E will be conducted according to UN rules and regulations.

The specific mechanisms that will be used to monitor the achievement of results will include:

- i. Project end reports and financial reports;; compliance with PBF standard reporting format will be mandatory;
- ii. As the total amount of this IRF is less than 1.5 million US\$, a final independent evaluation will not be mandatory. However, the achievements of this project might be evaluated at a larger scope within an IRF portfolio evaluation;
- iii. A final report will be prepared, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration to the JSC and PBSO.

**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.*

UNDP will be the Recipient Agenc.

- Implementing agency capacity:

Support to the Secretariat has been channelled through UNDP since its establishment in 2008.

**b) Project Management Arrangements and coordination:**

- Project management and coordination:<sup>5</sup>

**UNIOGBIS**

In line with PBF guidelines, the country-level PBF Secretariat, with associated project assets and staff, falls under the general supervisory oversight of the ranking UN Representative in-country or his appointed representative – in this case the Special Representative of the Secretary-General in Guinea-Bissau and Head of UNIOGBIS or his delegate.

**UNDP**

Secretariat staff is employed through UNDP (with UNDP contracts) to ensure that the National PBF Secretariat can offer suitable salaries to attract qualified individuals.

For this project, the UNDP office in Guinea Bissau will act as a Recipient UN Organization for the receipt of the allocated and approved PBF funds and facilitate the administration and accounting for contracts and related procurement, under the overall authority of the SRSG acting as Co-chair of the NSC. UNDP, as Recipient UN Organization for this project, will fulfill its reporting role with the Multi Donor Trust Fund (MDTF) Office.

Procurement of supplies by UNDP will be subject to the relevant UN internal regulations for procurements.

**Government**

Following the restoration of constitutional order in the aftermath of the elections, the Secretariat will develop close ties and partnerships with the relevant actors and branches of the Government ensuring that all relevant Government and other national stakeholders are included in the analysis of peacebuilding challenges and priorities and the development of proposals to address such challenges.



**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)<sup>6</sup>, 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 provided 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.

<sup>6</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA-10.30.2008.doc>



- 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 \$
Ex.: Security Sector Reform, Defence Sector Reform and Combating Drug Trafficking	1) The Gov of Brazil,	1) Brazil: Police and military academies	1) 2 years: from march 2009 to February 2011	1) 2 Million	1) 300,000
	2) UNIOGBIS + UNDP	2) UNIOGBIS: Technical assistance to police reform and reform of the armed forces: UNDP: Support to SSR National Steering Committee	2) 1 year: from September 2010 to august 2011	2) 4 Million	2) 1 million
	3) EU	3) EU: Rehabilitation of justice infrastructure (courts, BAR Association)	3) 3 years	3) 10 Million	3) 3 million

##### 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 <sup>7</sup>	Annual Budget (this year) per Recipient Organization in key sectors <sup>8</sup>	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
Ex. 1) UNDP	(1) Strengthening of justice and Security Sector Reform	1) 2010-2011: USD 2 Million (SSR)	1) 2012: 3,854,817.00 USD from BCPR Thematic Trust		2012 budget: US\$ 9.3 m Annual delivery rate: 75%

<sup>7</sup> 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

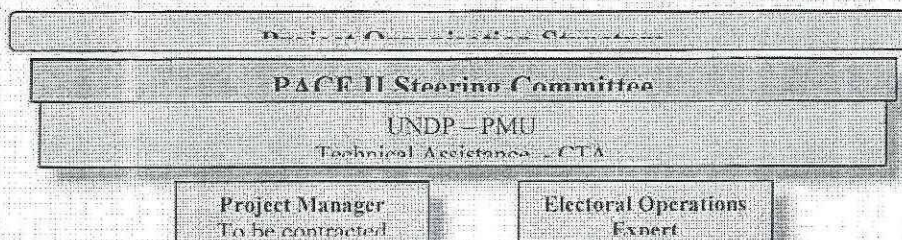
<sup>8</sup> If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified



	(2) ....		Fund)		
Ex.	1) Basic Education	1) 2010-2011: USD	1) 2012: US\$		Annual budget:
2) UNICEF	and Gender	5 Million	3,228,060		US\$11,026,559
	Equality				Annual delivery rate :
	2) .....				93%

#### 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 1 <sup>9</sup>	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			

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

<sup>9</sup> Either country relevant or PMP specific.