IRF – PROJECT DOCUMENT   TEMPLATE 2.2
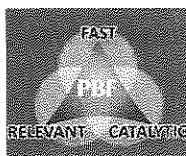
United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

PROJECT DOCUMENT COVER SHEET

Project Title: Strengthening the media's watchdog role during the 2014 elections in Guinea Bissau		**Recipient UN Organization(s):** UNIOGBIS
Project Contact: Address: United Nations Building Bairro Penha - Bissau Guinea Bissau Telephone: +2456136045 E-mail: meirelles@un.org		**Implementing Partner(s) – name & type (Government, CSO, etc):** UNIOGBIS State Secretariat for Social Communication
Project Number: *To be completed by UNDP MPTF Office*		**Project Location:** Bissau and Regions
Project Description: The project will support Guinea Bissau professional and community journalists and their media channels in providing ethical, independent, accurate and reliable information to citizens in the run-up to, during and the immediate aftermath of the elections.		**Total Project Cost:** Peacebuilding Fund:176,674USD UNDP BCPR TTF: Government Input: Other: Total:
		Project Start Date and Duration: 1 April 31 Dec 2014

Gender Marker Score[1]: 02
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;
Score 2 for projects with specific component, activities and budget allocated to women;
Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and
Score 0 for projects that do not specifically mention women.

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

Women will be specifically targeted through women dedicated radio program on pre-election sensitisation on exercise of voting rights
PBF Outcomes[2] (from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding): *Promote coexistence and peaceful resolution of conflicts (Priority Area 2):* Transparent and accountable coverage of the electoral process contributes to the restoration of constitutional order in Guinea Bissau.
Project Outputs and key Activities: **Output 1** Media produce elections-related content in accordance with code of conduct **Output 2** Media channels disseminate ethical, fair and professional messages to the population

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[2] PBF outcome areas
1: Support the implementation of peace agreements and political dialogue (Priority Area 1):
(1.1) SSR, (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;
2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):
(2.1) National reconciliation; (2.1) Democratic Governance; (2.3) Management of natural resources;
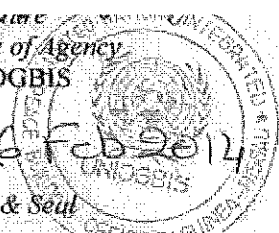*3:Revitalise the economy and generate immediate peace dividends (Priority Area 3);*
(3.1) Short-term employment generation; (3.2) Sustainable livelihoods
4) (Re)-establish essential administrative services (Priority Area 4)
(4.1) Public administration; (4.2) Public service delivery (including infrastructure).

(for IRF-funded projects)	
Recipient UN Organization(s)	**Representative of National Authorities**
Name of Representative José Ramos-Horta	*Name of Government Counterpart* Armindo Handem
Signature *Name of Agency* UNIOGBIS 26 Feb 2014 *Date & Seal*	*Signature* *Title* Secretary of State for Social Communication 26 Feb *Date & Seal*
Peacebuilding Support Office (PBSO)	**Resident Coordinator (RC)**
Name of Representative Judy Cheng-Hopkins *Signature* Peacebuilding Support Office, NY *Date & Seal*	*Name of Representative* Gana Fofang *Signature* RCO *Date & Seal*

PROJECT COMPONENTS:

(N.B. 1: All the itallicised text on the pages below is to be used as guidance for what should be provided. The actual submission does not need to contain the itallicised text.
N. B. 2: In case multiple IRFs are submitted simultaneously, a cover letter should accompany the submission illustrating the common background and project justification of the proposed package of projects and their interaction with each other.)

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

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

- 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?*

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. However, a consensus has gradually emerged amongst national and international partners that there is an urgent need to work towards the creation of an environment conducive to conducting transparent and credible elections, which would lead to the establishment of a legitimate government that can usher in more stable political, secure, social and economic conditions. Elections were initially scheduled for November 2013, but have twice been postponed. The new date under discussion is 13 April 2014.

The media landscape in Guinea Bissau includes a state-owned television broadcaster (TGB) , one state-owned radio station (RDN), one state-owned news agency (ANG) (all three of which are currently on strike), five private radio stations in Bissau with nationwide broadcasting capacity, and 30 community radios scattered across the country. There are seven weekly newspapers (one state-owned and six private), but no daily paper. The media are severely under-resourced and in dire need of revamping their old and outdated infrastructure, as well as enhancing their capacity and quality of delivery. Lack of quality programming content, financial sustainability, technical capacity and adequate infrastructure have a strong impact on both print and radio output. Correspondents have few tools to research stories in-depth, verify information and ensure balanced and audience-friendly

presentations. Furthermore, the media has faced serious challenges in reaching beyond Bissau to cover remote areas, and, at the same time, has failed to disseminate quality news to the regions, which has resulted in a substantial information gap.

Against this background, since the 12 April 2012 coup there have been several attempts at curtailing the relative freedom of the press, including reported cases of threats against and beatings of journalists. Similarly, some media seem to have resorted to self-censorship and generally skirt topics involving criticism of military or related personalities. These political developments have taken place in a context where the media depend for their survival on support from specific sources, including politicians and state institutions. At the same time, as the Chair of the PBC CSC noted during a recent visit to Guinea Bissau (January 2014), some media channels, notably the largest Catholic radio station, have been playing an important role in disseminating messages of tolerance and civic engagement and could become important partners in peacebuilding.

- <u>Existing efforts and gaps:</u> *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?* [3] *What are any risks of PBF engagement in terms of other actors' positions?*
To prevent the further deterioration of the media landscape post-April 2012, UNIOGBIS has organized seminars and workshop for print and audio-visual media personnel to enhance their technical capacity in news gathering, reporting, interviewing, program planning and presentation. UNIOGBIS also started producing radio programmes, broadcast via local radios (the Mission did not have a radio station of its own). Over 45 programmes have been produced since April 2012, focusing on informing the public about the role of UN and its mandate and also to raise awareness on human rights and women's issues.

The close partnership with national media has allowed UNIOGBIS to gain first-hand knowledge of the dire need for upgrading infrastructure and capacity, including tools and equipment to cover the elections and produce quality outputs, particularly during a politically volatile period. To the extent possible, during the elections, it will be vital to support media neutrality and professionalism against undue influence from 'political sponsors.' While the European Union has been engaged in media capacity building through NGO EU-PAANE, which provided training to the journalists and conducted a study on the challenges faced by the media in Guinea-Bissau, the population will be largely dependent on coverage by private national media .

Support to the media during the elections will be complementary to the extensive civic education efforts undertaken by the National Electoral Commission (CNE) with assistance from the UNDP PACE II project (which has also received PBF support), but which will target the population during a limited period of time (February-April). The prosed project aims to bridge the ongoing capacity building efforts by the European Union and the UNDP civic education campaign by supporting the professional production and dissemination of ethical, fair and professional content by the national media (public and private; TV, radio and print).

b) Project (Portfolio) Justification

<u>Project's relevance to peacebuilding:</u> *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)?*

Elections are seen as a condition sine-qua-non for the restoration of constitutional order in Guinea Bissau and as the first step towards a systematic approach by a democratically-elected government to the rebuilding of the state. Yet the national media, who have a critical watchdog role to play are poorly resourced, often lack technical capacity and are thus vulnerable to compromising professional integrity

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[3] Fill in the proposed tables at Annex A, B, C.

time and again when faced with political pressure and financial incentives. These challenges are compounded in the regions, where the majority of the population is illiterate and vulnerable to the dissemination of inaccurate information, particularly in the highly politicized context of the elections.

The objective of the current project is to mitigate the destabilizing potential of misinformation by enhancing the technical capability of national and particularly regional media to produce quality content in the lead-up to, during and the immediate aftermath of the elections. Trainings will focus on TV and radio program development, fairness and objectivity in reporting, code of conduct for media, and theme-based program development, with an emphasis on independence, and objectivity, as well as key messages regarding the restoration of constitutional order, the exercise of civic rights and rule of law.

- Catalytic effects:[4] *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?*

If successful, the proposed project will serve as a pilot for a longer-term media development project in Guinea Bissau once constitutional order has been restored.

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

a) Project focus and target groups

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

The project has a two-fold focus on the production and dissemination of content: on the one hand, it will (a) support impartial coverage and improved media content to prevent disinformation; and, on the other hand, it will facilitate the dissemination of content through (2) the purchase of TV and radio air time as well as space in printed media.

In order to achieve its objectives, the project includes a component on training and the provision of basic equipment (such a basic battery-powered cameras, computers, audio and video recorders), which, given the dire circumstances of journalists in Guinea Bissau, are a condition sine-qua-non for producing factually correct, verifiable and accurate content. This basic equipment would be distributed in the context of basic training emphasizing the importance of fair and evidence-based reporting, the code of conduct and media credibility and responsibility during the electoral process.

- 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*

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[4] 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)*

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'?

The main target group of the project are the media. Journalists will be selected on the basis of representativeness, scope and coverage of the media channel and past training records with UNIOGBIS. Gender balance would be key criteria in selecting the participants amongst journalists.

The main beneficiaries would be the electorate, with a particular focus on youth and women, as the project messages and activities will be closely coordinated with the civic education component of the UNDP elections support project. However, as the civic education campaign is expected to end in April, the current proposal has a suggested end date of 31 December 2014, to allow for continued support during the immediate aftermath of the elections and the establishment of the new government.

) 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 elections are covered with a higher degree of impartiality based on improved media content, thus enhancing the media's watchdog role, while citizens gain an increased awareness of their rights through targeted media programs, the potential risk to the restoration of constitutional order posed by disinformation during the electoral period is mitigated.

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

a) Implementation approach
- Prioritization 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 project is proposing a sequence of activities closely linked to the electoral calendar and overall post-stabilization strategy for Guinea Bissau outlined by the UN and the international community. During a first phase, the project proposes to acquire air time during the lead-up to the elections (two weeks prior) in order to support a mass-information campaign on basic electoral principles and issues, while at the same time providing training in reporting before, during and after elections. Journalists would receive additional technical support to provide independent coverage election day, with a particular focus on the regions.

A second phase would focus on air time and print after the elections, covering the inauguration of the new parliament, the establishment of a new government (notably its program and budget), through the inauguration of the new President of the Republic, with an emphasis of the constitutional role of the various organs of sovereignty.

To measure the impact of the project, a limited feedback survey of public opinion mobilization will be conducted pre and post intervention within the technical constraints of Guinea Bissau.

- 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.[5]*

Given the short duration and limited scope of the project, UNIOGBIS will use internal resources for project implementation. Under the overall supervision of the Chief of the Public Information Unit (PIU), PIU staff will be responsible for the technical aspects of project implementation, while a working group comprising one representative each from the PIU, Human Rights, Political Affairs and ROLSI will be responsible for monitoring of content dissemination .

b) Budget

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

* 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.

PBF PROJECT BUDGET	
CATEGORIES	Amount Participating Agency (UNIOGBIS)
1. Staff and other personnel	
2. Supplies, Commodities, Materials	78,886.4

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[5] It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

3. Equipment, Vehicles, and Furniture (including Depreciation)	45,040
4. Contractual services	25,200
5.Travel	7,740
6. Transfers and Grants to Counterparts	
7. General Operating and other Direct Costs	8,250
Sub-Total Project Costs	**165,116.4**
8. Indirect Support Costs*	11,558
TOTAL	**176,674**

Training (Duration: 3 days)							Election Day and post-election coverage						
Item/Categories	Rental of training facilities	Stationery (pen, note pads, markers, etc.)	Transportation allowance + food	Fee for trainers	Transport, food and stay allowance for trainers	Printing: best practices pamphlets and various feedback surveys	Election day coverage DSA	Election coverage: phones and credit	Air time during the election	News print and airtime (post electoral)	Radio program	T-shirts	Computer ki (printer scanner photocopy m/ and pen drive combo)
Bissau (36px)	900	222.40	1,080	720									
Buba (20px)	450	168	1,200	720	1,020								
Sao Domingos (20px)	450	168	1,200	720	1,020								
Gabu (20px)	450	168	1,200	720	1,020								
News Print Costs													
Air time costs									25,200	54,000	12,000		
Election day assistance (3 days 42 journalists in regions)							1,680						
Election day assistance (3 days 36 journalists in Bissau)							1,440						
Equipment + Supplies						6000		5,460				700	24,000
SUB-TOTAL	2,250	726.40	4,680	2,880	3,060	6,000	3,120	5,460	25,200	54,000	12,000	700	24,000

Indirect Support

TOTAL

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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?*

As mentioned above, if successful, the proposed project will serve as a pilot for a longer-term media development project with a peacebuilding perspective once constitutional order has been restored.

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
Corruption (corrupt interventions by politicians; corrupt practices of journalists)	High	High	Close monitoring and accountability mechanisms established by the implementing task force
Equipment not used for intended purpose	Medium	Medium	Close monitoring and accountability mechanisms established by the implementing task force
Training has no impact on the behavior of the journalists	Medium	High	Electoral to be reinforced by a comprehensive approach to media development with a peacebuilding focus once constitutional order has been restored.

e) Results framework and Monitoring and evaluation:

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

Results Framework for IRF projects or portfolio of projects

Policy statement / national roadmap for peace building:

Transparent and accountable coverage of the electoral process contributes to the restoration of constitutional order in Guinea Bissau.

Purpose of PBF support (type of expected change): Production and dissemination of content by national media (state-owned and private) in the lead-up to, during and the immediate aftermath of the elections in close coordination with the civic education campaign of the National Electoral Commission (CNE) through strengthening the capacity of journalists and promote transparency and equal access, thus countering a culture of corruption, undue political influence, misinformation, rumors and duress.

Theory of change statement: If elections are covered with a higher degree of impartiality based on improved media content, thus enhancing the media's watchdog role, while citizens gain an increased awareness of their rights through targeted media programs, the potential risk to the restoration of constitutional order posed by disinformation during the electoral period is mitigated.

(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 USD	(9) Assumptions
Transparent and accountable coverage of the electoral process secured Type of change required: professional capacity of journalists	No reported electoral incidents as a result of biased and/or unprofessional media coverage No	Baselines: N/A Targets: 1. Media trained in electoral best practices and code of	Output I Media produce elections-related content in accordance with code of conduct Output 2 Media channels	# of trainees with evidence of full understanding of principles of fairness, transparency and ethics in media (UNIOGBIS to facilitate self-assessment through	Baseline 2012: None Target: Pre election –Atl east two training cycles are undertaken At least 2000 minutes air time election	UNIOGBIS	Total cost of training: 13,596.4 Total cost of equipment: 50,500	Resources and expertise available in a timely manner Staff to be trained is available and apply new

enhanced, while providing them with minimal technical means Air time and print space purchased for the dissemination of information on electoral process in line with civic education messages	reported incidents undermining the restoration of constitutional order in the aftermath of the elections Number of violent incidents escalating from biased and tendentious reporting.	conduct 2: Media supported in coverage and reporting, particularly in and on the regions	disseminate ethical, fair and professional messages to the population	small survey) % of equipment delivered and properly used for its designated purposes by the media channels during and after the elections	advocacy prior to election During election – at least 70 trained journalists cover the elections in accordance with training principles Post-election At least 400 minutes airtime on post electoral government formation and reform process awareness magazines. At least 4 newsprint reports/ articles issued on the development in government formation, the regime pact and the reform processes		Total cost of airtime and newsprint 91,200 Cost of coverage of elections and printing of code of conduct 1700 Costs for feedback survey 5000	learning elements in daily work Equipment is used in line towards intended purpose

Column (1) lists project outcomes. Outcomes measure behavior 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.[6] 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 major reference for project monitoring and reporting will be the results framework of the IRF document. Taking into account the short funding period of this project, monitoring the intended results will mainly rely on existing data collection procedures that ensure evidence of results achievements at outcome level. It will be the responsibility of the PBF Secretariat to ensure to what extent monitoring and reporting procedures within the existing IRF portfolio might already cover specific information needs for this IRF, and, if not, to ensure timely collection of relevant data, in particular reality checks of timely output delivery. Administrative M&E will be conducted by UNIOGBIS according to UN rules and regulations. One of the main functions of the management team is - with support of the PBF Secretariat - the monitoring of project results.

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

- Project end reports and financial reports, prepared by the Project Manager for review by the PBF Secretariat; compliance with PBF standard reporting format will be mandatory;
- The project monitoring will mainly rely on the reviews and statements of independent electoral observers, which will hopefully provide as well lessons learned for PBF which can be applied in different contexts.
- 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
- A final report will be prepared by UNIOGBIS, which includes lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the project management team.

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.*

UNIOGBIS will be the Recipient Agency and will implement the project according to relevant rules and procedures.

- 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*

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[6] See M&E section in PBF Guidelines.

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.

PIU/ UNIOGBIS has been conducting training for journalists for many years and as such, has created internal capacity for technical assistance in carrying out required professional skills capacity building component of the project. Similarly the field offices would monitor the on ground coverage of elections by media in the three most populated regions of the country.

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.[7] Describe the role and function of the Project Board and how it interacts with the managerial level (ex. Project Management/Coordination team).[8]*

Given the short duration and limited scope of this project, PIU/ UNIOGBIS will be responsible for the oversight and effective implementation of the project and for the achievement of expected results.

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)9, 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;

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[7] It is recommended to annex ToRs of the Project Board to the Project.
[8] Use the table of Annex as a reference model.
[9] Available at: http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc

- 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;

- 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 been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

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

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, Defense Sector Reform and Combating Drug Trafficking	*1) The Gov of Brazil,* *2) UNIOGBIS + UNDP* *3) EU*	*1)Brazil: Police and military academies* *2)UNIOGBIS: Technical assistance to police reform and reform of the armed forces;* *UNDP: Support to SSR National Steering Committee* *3) EU : Rehabilitation of justice infrastructure (courts, BAR Association)*	*1) 2 years : from march 2009 to February 2011* *2) 1 year: from September 2010 to august 2011* *3) 3 years*	*1) 2 Million* *2) 4 Million* *3) 10 Million*	*1) 300,000* *2) 1 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[10]	Annual Budget (this year) per Recipient Organization in key sectors[11]	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* *(2) ....*	*1) 2010-2011: USD 2 Million (SSR)*	*1) 2012: 3,854,817.00 USD from BCPR Thematic Trust Fund)*		*2012 budget: US$ 9.3 m Annual delivery rate: 75%*
Ex. 2) UNICEF	*1) Basic Education and Gender Equality* *2) .....*	*1) 2010-2011: USD 5 Million*	*1) 2012: US$ 3,228,060*		*Annual budget: US$11,026,559 Annual delivery rate : 93%*

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[10] If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified
[11] 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.
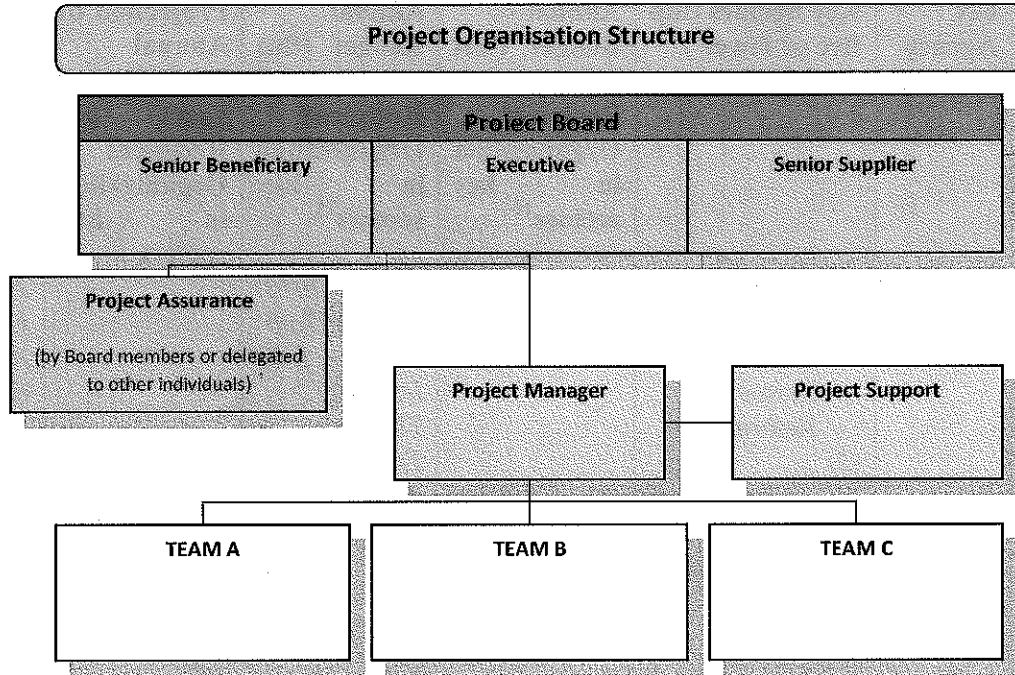
ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATOS 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[12]	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			

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[12] Either country relevant or PMP specific.
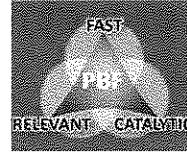
PEACEBUILDING FUND
PROJECT SUMMARY

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:	

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Key Project Activities:	