

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



**PBF PROJECT DOCUMENT**  
Length: Max. 12 pages (plus cover page and annexes)

<b>Country: Burundi</b>	
<b>PROJECT TITLE:</b> <b>Support mechanisms to the PBF portfolio and the Peace Capitalisation National Strategy</b>	
<b>Project number / from MPTF-O Gateway portal (for existing projects):</b>	
<b>PBF project modality:</b> <input type="checkbox"/> IRF <input checked="" type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed by the type of organization (UN, CSO etc.): UNDP</b> <b>List additional implementing partners, governmental and non-governmental: Ministry of Foreign Affairs</b>	
<b>Approximative project start date<sup>1</sup>: September 2023</b> <b>Project duration in months:<sup>2</sup> 24 months</b> <b>Geographic zones for project implementation: Burundi—national level project</b>	
<b>Does the project fall under one of the specific PBF priority windows?</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition between different UN configurations (i.e. peacekeeping mission withdrawing) <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> UNDP: :\$ 1,353,522 <b>Total PBF: \$ 1,353,522</b> <small>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. The coordinating agency must prove that the project has spent/committed at least 75% of the previous tranche and submit all the PBF reports due covering that same period.</small>	
<b>Any other existing funding for the project (amount and source):</b>	

<sup>1</sup> Note: the project start date is the date of the first transfer.

<sup>2</sup> The maximal duration 24 months for IRF projects and 36 months for PRF projects.

<b>PBF 1<sup>st</sup> tranche (70%):</b>	<b>PBF 2<sup>nd</sup> tranche* (30%):</b>	<b>__ tranche</b>	<b>__ tranche</b>
UNDP: \$ 947,465	UNDP: \$ 406,057		

**Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:**

The main objective of the project is to establish a PBF support team in-country to lead on the coordination, development, and monitoring of PBF projects and portfolio under the remaining period of eligibility (until the end of 2027, since the PBC Configuration closed at the end of 2022). The support team would ensure continuity, support the work of a Joint Steering Committee, support the implementation of the Peace Capitalisation Matrix in partnership with the World Bank, and facilitate a community of practice to strengthen engagement with civil society organizations and networks on peacebuilding while supporting capacities of peacebuilding actors.

As such, the project aims to strengthen both the coherence of the PBF portfolio and the alignment of its peacebuilding action with national priorities and the needs of the national peace architecture. It also seeks to act as an enabler for the Government and its international partners engaged on peacebuilding in Burundi by providing data, analysis, and lessons learned on best practices in peacebuilding.

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:**

The project is the result of consultations among various actors, including the Resident Coordinator Office (RCO) and the UN Country Team (UNCT), different ministers (Minister of Foreign Affairs, Ministry of Justice, Ministry of Youth, and Ministry of Solidarity), PBF implementing partners, and PBSO. In addition to the propositions and recommendations resulting from these consultations, the project also takes into consideration the priorities of the Government of Burundi as well as the analysis of the vulnerabilities to conflict.

**Project Gender Marker score<sup>3</sup>: 2**  
**Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women empowerment: 42.95%**

**Project Risk Marker score<sup>4</sup> : 0**

**Select PBF Focus Areas which best summarizes the focus of the project (select ONLY one)<sup>5</sup>: 4.3**

If applicable, **UNDAF outcome(s)** to which the project contributes: Result 2 (strengthened and Inclusive Governance), Result 4 (equal access to quality services for all), and Result 5 (managing the

<sup>3</sup> **Score 3** for projects that have gender equality as a principal objective (at least 80% of total budget allocated to gender equality and women empowerment).

**Score 2** for projects that have gender equality as a significant objective (at least 30% of total budget allocated to gender equality and women empowerment).

**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget).

<sup>4</sup> 0 = low risk to achieving outcomes

1 = medium risk to achieving outcomes

2 = high risk to achieving outcomes

<sup>5</sup> (1.1) SRR, (1.2) Rule of law, (1.3) DDR, (1.4) Political dialogue;

(2.1) National reconciliation; (2.2) Democratic governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration;

(4.3) Governance of peacebuilding resources and PBF Support team.

environment and natural resources for more resilient communities).

If applicable, **Sustainable Development Goal** to which the project contributes: **SDG 16**

**Type of submission:**

- ☒ **New project**  
☐ **Project amendment**

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration: ☐ Additional duration in months:

Change of project outcome / scope: ☐

Change of budget allocation between outcomes or budget categories of more than 15%: ☐

Additional PBF budget: ☐ Additional amount by recipient organization: USD XXXXX

**Brief justification for amendment:**

*Note: If this is an amendment, indicate any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

**PROJECT SIGNATURE:**

<p><b>UNDP</b></p> <p>Name of Representative Signature Name of Agency Date &amp; Seal</p> <p><b>Mathieu CIOWELA</b> Représentant Résident PNUD</p> <p>16 NOV. 2023</p>	<p><b>Representative of National Authorities</b></p> <p>Name of Representative Signature Title Date &amp; Seal</p> <p><b>Amb. GAVDENCE SINDAYIGAYA</b> <b>DIR. GEN. DEL. MULTILATERALES</b> 16-11-2023 MINISTÈRE DES AFFAIRES ÉTRANGÈRES ET DE LA COOPÉRATION</p>
<p><b>Resident Coordinator</b></p> <p>Name Signature Date &amp; Seal</p> <p><b>BUREAU DU COORDONNATEUR RESIDENT DU SYSTEME DES NATIONS UNIES AU BURUNDI</b> 16 NOV 2023</p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p>Elizabeth Spehar Assistant Secretary-General, Peacebuilding Support Office Signature Date &amp; Seal</p> <p>28 November 2023</p>



## I. Peacebuilding context and rationale for PBF support (4 pages max)

- a) A brief summary of **conflict analysis findings** as they relate to the conclusions of the analysis and to this project, focusing on the structural causes and driving factors of tensions/conflict that the project aims to address and analyzing the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age- sensitive.

### Brief analysis including context, socioeconomic information, etc. (1 to 2 par.)

In 2022-2023, Burundi experienced a series of political and macro-economic developments that allowed President Ndayishimiye to assert a new vision to lead the country to a path of becoming an emerging economy by 2040. In line with the foreign policy of Burundi in the region and a renewed focus on economic growth, the government decided to exit the UN Peacebuilding Commission at the end of 2022, ending a 16-year plus track record of engagement with the multi-lateral body.

Burundi remains eligible for UN Peacebuilding Funding for an additional period of 5 years. Yet, following a period marked by the resumption of diplomatic ties with Western partners and the lifting of sanctions, the Burundian government faces a number of challenges linked to structural vulnerabilities, economic downturns, external shocks, and past cycles of conflicts.

Following the adoption of the National Program for Peace Capitalization, Social Stability and Promotion of Economic Growth in April 2021 (PNCP-SS-PCE), the government continued to prioritize socio-economic opportunities in development cooperation fora and asked for the resumption of budgetary aid. The *Capitalisation de la Paix* semantics have been anchoring a national vision that peace is existing in Burundi and that it is time to work on the economic dividends. The renewed cooperation between authorities and international partners were significant achievements especially in the context of prolonged tensions in the aftermath of the 2015 events.

The country also raised its profile internationally through diplomacy in the East African region and soft power. Burundi assumed the chairmanship of the East African Community (EAC) in the second half of 2022 and held its first regional summit in years in Bujumbura in early February 2023 amid a sharp deterioration of security in Eastern Congo. In late summer 22, the government officially deployed a soldier's contingent to fight armed groups in South Kivu on the request of the DRC and in support of the country's defense forces. The reopening of the border with Rwanda in fall 2022 was considered a major improvement in the bilateral relation.

Burundi was also hit hard by the global inflation and energy crisis in the wake of the Russia-Ukraine war. The prices of imported goods and food products have been skyrocketing. Recurrent shortages of fuel have caused long queues and steep increase in public transportation costs. Burundian households have faced serious economic consequences from these exogenous shocks. The country is already facing social problems with returnees, land issues, and widespread poverty. Burundi has one of the highest population density in Africa per km<sup>2</sup>.

In December 2022, the national Truth, and Reconciliation Commission (TRC) released its latest report on mass atrocities perpetrated from the start of the colonial period until 1972. As the TRC launched a new investigation focusing on civil war atrocities (1993-2005), the focus is on inclusive participation of minority groups and the continuation of fact-finding and exhumation practices. The demand for trauma healing services across the country continues to be very high.

Structural factors in Burundi are also calling for the elaboration and implementation of innovative strategies to sustain peace. This includes taking bold actions to address the loss of arable land, its



economic model, widespread poverty, and increased vulnerability to exogenous shocks and climate change. These threats are already jeopardizing social cohesion in Burundi and are fuelling local conflicts.

At the end of 2022, the Parliament adopted a new decentralisation law that should bring the number of provinces from 18 down to 5 by 2025. This new delimitation is expected to improve citizen access to services and delegation of authority following the principle of subsidiarity. Today's social contract calls for a reconsideration of continued and equal access to services for all with a special consideration for vulnerable groups through local governance mechanisms and to fight against the stigmatization of Burundi's marginalized groups.

### **PBF country portfolio track record (2021-2022)**

Following its exit from the UN Peacebuilding Commission in December 2022, Burundi remains eligible for another 5 years for financing under the PBF's Peacebuilding Recovery Facility (PRF). The withdrawal from the PBC reflected the aspirations of the government to shift from being a country emerging from conflict to a being a country moving forward towards development, seeking economic opportunities to become an emergent nation by 2040.

In 2021, the PBF commissioned an independent evaluation of its portfolio in Burundi covering the period 2014-2020. The evaluation highlighted the project-level and aggregate effects of PBF investments in the country and their catalytic role in sustaining positive attention and engagement on peacebuilding. At the end of 2021, as part of a PBF-funded consultation process, national stakeholders identified 5 priority peace needs areas as follows: youth employability, local governance, mental health and trauma healing, access to justice, climate and land-based issues, with gender being a cross-cutting yet central issue in each of these areas.

In 2022, the PBF portfolio in Burundi supported context-relevant peace and development initiatives in alignment with the 2021 *Capitalisation de la Paix* national programme (PNCP) through a diversified project portfolio and technical guidance on programme development-implementation. These issues were also identified by the Prevention and Resilience Aid Programme at the World Bank, bringing together the government, the PDAs, donors and the World Bank on identifying catalytic activities for each of these pillars over the next 3 years and their milestones and indicators. The process concluded in the adoption of a final roadmap for the UN, the World Bank and the government on priority actions to be undertaken through PBF portfolio and UN activities in close partnership with the World Bank.

The PBF addressed these priority needs areas in 2022 through 4 projects including a UN Women-INGO intervention on women empowerment, a UNDP-INGO project on mental health, an INGO-led intervention on land-based issues, and a UNCDF-led conservation and peacebuilding project. A joint UNICEF-UNFPA project on youth participation in social cohesion ended in early 2022.

A highlight of the portfolio was its gender-sensitive component with a focus on revitalizing the UNSC 1325 on Women, Peace, and Security, strengthening women access to justice and to land, and on women access to mental health (including SGBV victims and returnees). PBF projects have not only enabled a larger access for women but also empowered women to play a leading role in their community, for instance as local mediation actors with the creation of the women mediators' network (AFAPD).

Access to justice is another cross-cutting component that provided response to a high number of family and community conflicts regarding on land and matrimonial issues. Psychosocial support was delivered to different target groups across two projects and through peer-support mechanisms. Mental health and trauma healing remained a pressing need requiring interventions of scale and an integrated national approach. Finally, the Kibira forest Peace Sanctuary project aimed to set new national standards for environment preservation and the fight against climate change, while integrating a local peacebuilding and inclusion component for communities living and around the forest.

In this national context, PBF support mechanisms will work with implementing partners and agencies on coordination, implementation, monitoring and evaluation of the PBF projects. They will be strengthening the gender lens by introducing gender specific indicators in the M&E system, and in the design of activities to align with the development priorities of Burundi.

More specifically, the project is justified by the following priority needs:

- Need to support the National authorities in enhancing coherence and coordination across international partners engaged in supporting peacebuilding, including coherence with International Financial Institutions;
- Implementation of the PBF portfolio by implementing partners working in silos (RUNOs, national partners and PTF) requiring coordination to ensure joint analysis, project design and project implementation between agencies;
- Work closely in partnership with the World Bank's Prevention and Resilience Assistance team on the implementation of the Peace Capitalisation matrix and strategy by providing technical and logistical support to the M&E process and implementation with the government and partners;
- Development of gender-sensitive design and implementation;
- Significant resource mobilization by the PBF requiring additional staff, notably with at least 30% of financing directly contributing to advancing gender equality and women's empowerment;
- Need to strengthen capacities of RUNOs and NUNOs in analysis and conflict-sensitive project design and to provide quality-control;
- Need to strengthen national implementing partners capacities, more specifically in developing a gender-sensitive lens, and in engaging with women at the community level;
- Need to strengthen communication about the projects and their visibility.
- Need to strengthen monitoring and evaluation of field activities for the different projects, both individually and at portfolio-level, notably in developing gender-sensitive indicators.

- b) A brief description of how the project aligns with/ supports existing Governmental and UN **strategic frameworks**, how it ensures **national ownership**. Indicate how the project complements/ builds on any other relevant interventions in this sector/area, including any lessons from previous PBF support.

The project will ensure that the PBF portfolio benefits from context-based analysis and policy inputs to allow for iterative implementation and adaptive management of PBF projects on-the-ground. It will be essential in this respect that the effective implementation of the PBF portfolio contributes to the operationalization of the Government-led Capitalisation de la Paix (PNCP) programme.

The project will support the UN leadership and the Government in articulating strategic peacebuilding priorities which will guide PBF investments and other partner engagement on peacebuilding in Burundi. It will **coordinate the work of the UN (RUNOs) and non-UN recipient organizations (NUNOs)**.

The PBF support mechanism project will ensure quality implementation of peacebuilding projects on priority areas and key portfolios, and support **the collection and use of qualitative data**. The project will also organize the work of the PBF Joint Steering Committee, a mixed body bringing together government counterparts and UN and international partners within the programming cycle through design, monitoring/evaluation. Finally the project will ensure synergies within the PBF portfolio and maximize its alignment with national priorities. The project will also integrate gender-sensitive measures and methods to track changes in gender equity, notably through the adoption or modification of social norms.



The PBF Support Unit will play a strategic role in the UNCT as it stimulates inclusive discussions on conflict prevention, gender inclusivity, and peace consolidation in Burundi. The PBF will then also play the role (if applicable) of focal point for the Peacebuilding Commission (PBC) activities, which may take place on an ad hoc basis following the end of the Burundi configuration in 2022.

In continuation of the process initiated in 2021, the United Nations provided support to the Government and national stakeholders to operationalize peace priorities for the national *Capitalisation de la Paix* programme in Burundi through 2022. In this context, the RCO-PDA team worked closely with the research centre CENAP and the World Bank to update key strategic peace priorities and gather inputs to help the Government formulate a specific roadmap for the next three years. After a review of prior documents (incl. situational analysis and partners mapping) by the PD team, the centre conducted a broad consultation process to identify transformative actions, peacebuilding results, develop indicators including gender-sensitive ones. This was done for each of the 5 priority needs areas: youth employability, local governance, mental health, access to justice, climate and land-based issues.

Following consultations in November-December 2022 and a series of focus group discussions with key members of government institutions, civil society, and NGO partners on social cohesion and gender, the PD team jointly with the World Bank drafted a 3-year roadmap-action plan and operational matrix (including M&E) for the Government's *Capitalisation de la Paix* programme.

The final drafting of the matrix is still ongoing at the time of writing, but the next step planned is a National Validation Workshop on the *Capitalisation de la Paix* under the leadership of the Prime Minister's office. The stakes of this cooperation process are quite high since a 3-year Government action-plan specific to the implementation of la *Capitalisation de la Paix au Burundi* would represent a quantum leap for national peacebuilding efforts. This would require an inter-ministerial effort and a close partnership between the PBF team in Burundi and the World Bank. The PDA team, which has led on this work would provide back support for the engagement with the government but the scope of the work ahead will require greater support. A PBF support team is pivotal for the implementation of this matrix with the world bank and the government of Burundi for the implementation and monitoring. The PBF support team would assist mostly on the collection of data and results, mainstreaming it with the World Bank monitoring system and ensure that youth and gender remain at the forefront of the core activities while strengthening engagement with civil society at the community level. The action-plan would also increase opportunities for donor funding and international partners coordination, while strengthening mutual accountability and placing gender at the core of every pillar. Finally, it would provide all stakeholders with a result-based approach that would be mutually beneficial for the implementation of the PBF portfolio and the Government-led *Capitalisation de la Paix* Programme.

Finally the PBF projects will contribute to the implementation of the UNSDCF 2023-2027 by ensuring the inclusion of a prevention-based and conflict-sensitive approach to the development goals defined across the 5 core pillars.

## **II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)**

- a) **A brief description of the project content** – in a nutshell, what results is the project trying to achieve, and how does it aim to address the conflict analysis factors outlined in Section I (must be gender- and age- sensitive)

The PBF Support mechanisms project will deliver key actions for the coordination and implementation of the PBF portfolio in-country. In a specific context for sustaining peace, the project will ensure combined action of three support mechanisms including the UN Support Unit, the Joint Steering Committee (JSC), and the PBF Community of Practice (CoP) to advance peace cooperation in alignment with both national priorities and best international standards.

The project will ensure a gender mainstreaming process across the PBF portfolio linked with organisational development by drawing up and implementing a gender-sensitive approach for peace and security initiatives. The UN Support team will provide multi-form assistance to technical capacities of the UNCT and national partners in project implementation and development. The Joint Steering Committee will enable closer communication with government counterparts and increased alignment with national priorities, while the PBF in-country community of practice will strengthen the effectiveness of peacebuilding results and peacebuilding practice in Burundi.

**The PBF UN Support Unit will perform the following functions**

- (1) Be the main interlocutor between PBF decision-making entities (SC, PBSO), government counterparts and recipient organizations including information-sharing, technical guidance, and contract management.
- (2) Support all recipient organisations in identifying constructive solutions to advance peacebuilding cooperation in Burundi and in dealing with operational and contractual issues.
- (3) Providing overall quality control of PBF-funded projects in respect to activity implementation, reporting, and communication.
- (4) Ensuring the coordination of PBF projects and increasing synergies *within* the PBF portfolio.
- (5) Supervising the monitoring and evaluation activities of the PBF portfolio and organizing related missions
- (6) Ensure development of gender-sensitive indicators through disaggregation and gender-specific data
- (7) Ensure follow-up consultations with the World Bank and the Government on the Peace Capitalisation strategy and matrix.
- (8) Ensuring gender mainstreaming within all PBF interventions by identifying or training gender officers in projects and support processes that contribute to gender mainstreaming at target group level.
- (9) Providing assistance to JSC as needed including convening periodic meetings for the JSC to perform its strategic guidance and monitoring functions.
- (10) Support partners mapping and in identifying entry points for the development of peacebuilding and reconciliation initiatives, mainstreaming a gender lense.
- (11) Support identification of capacity-building needs and in the development of activities for the PBF community of practice in-country.
- (12) Liaise with government counterparts on a regular basis to share information related to the PBF portfolio.
- (13) Liaise with other international partners, including international financial institutions to contribute to conflict-sensitivity and coherence of collective support
- (14) Develop a gender approach for peace and security that supports and revitalizes SCR 1325 and is adopted or reflected in project design, implementation, and RBM for the PBF portfolio.

The UN support team will actively contribute to the coordination work led by the PDA UNRCO in matters of prevention and sustaining peace according to the revised functions as defined in the “Terms of Reference” and “Management and Accountability Framework”. The UN Support team will also support the RC, in particular for the selection, development and implementation of PBF projects and as SC cochair. In this regard, the UN Support team will also liaise with key dialogue institutions/platforms to ensure successful strategic results for the PBF engagement in the country: UNSDCF mechanisms, coordination group of Technical and Financial Partners (TFPs); gender and human rights coordination groups; humanitarian action group; and any other entity working in PBF related areas PBF governance body.



**The Joint Steering Committee (JSC) will perform the following functions**

- 1) Provide strategic advice to PBF ongoing projects and ensure alignment of PBF projects with national priorities and UN framework.
- 2) Review recommendations from technical working groups and monitor implementation of PBF projects to ensure effective results, synergetic action, gender mainstreaming and best practices in sustaining peace in Burundi.
- 3) Assist the development and formulation of new peacebuilding projects with recommendations based on national best practices and legislation.

The Joint Steering Committee (JSC) will meet 4/year on a quarterly basis to supervise and coordinate PBF projects execution as well as discuss relevant issues on peace cooperation. The JSC will be composed of **18 members** including **2 co-chairs** (a senior official at the Ministry of Foreign Affairs and the UNRC) and sixteen participants including:

- 6 representatives of the Government ministries including the Ministry of Foreign Affairs, Ministry of Youth, Ministry of Gender and Solidarity, Ministry of Interior, Ministry of Justice, Ministry of Health
- 6 representatives of UN agencies and entities including UNICEF, UNDP, UNFPA, UN-Women, UNRCO, IOM
- 3 representatives of international partners (including Netherlands, Switzerland, and the World Bank)
- 3 representatives of women, returnees, and youth-led civil society (selected by the JSC)

The JSC will work closely with smaller technical working groups with active PBF engagement. The technical working groups will review the main operational and development issues of the PBF portfolio ahead of each JSC meeting. They will include focal points from the Government, representatives of UN agencies, and key international partners. The JSC will undertake regular field monitoring missions as part of its oversight functions.

**The PBF Community of Practice (CoP) will perform the following functions**

- 1) Foster closer communication and exchange among PBF implementing partners
- 2) Develop peer-to-peer exchanges and experiential learning across the PBF portfolio
- 3) Develop a gender toolkit for programme design, implementation and monitoring to ensure that gender inequalities are addressed in programme objectives and targeting.
- 4) Provide joint project M&E, RBM, and capacity-building trainings to implementing partners
- 5) Increase knowledge-sharing and synergetic action within the portfolio

The PBF Community of practice will be composed of programme staff of PBF recipient organisations and implementing partners including the UN agencies, the INGOs, and national NGOs. The organizing principle of the CoP will be that of horizontal sharing and learning. The PBF CoP will be open to peacebuilding professionals willing to share from their work experience, learn from others, and improve their practices.

A special focus will be applied to include gender and human rights officers in the CoP activities. Staff members will meet regularly to discuss specific needs for capacity-building within the PBF programming cycle and to share between peers' experiences of project implementation including best practices and common challenges. Participation in the community of practice activities will be extended to past recipient organisations and aspiring ones as relevant.

- b) **Project result framework**, outlining all project results, outputs, activities with indicators of progress, baselines, and targets (must be gender- and age- sensitive and disaggregated). Use Annex B; no need to provide additional narrative here .

**Outcome 1 is working mostly at technical level (outputs 1.1-4) and outcome 2 is working mostly at strategic level (output 2.1-4)**

**Outcome 1: The internal coherence of the PBF project portfolio is strengthened to achieve maximum impact in Burundi**

**Output<sup>6</sup> 1.1: The PBF UN support unit provides technical guidance and contractual support to recipient organizations**

The main activity under this output 1.1 will be the **operationalization of the UN PBF Support Unit**. The PBF UN Support Unit will be constituted by **a 4-member working team operating within the UN Resident Coordinator Office (RCO)** under the supervision of the Peace and Development Advisor (PDA) in Burundi. In prevision of the scope of work and size of the PBF portfolio in 2024-25, the PBF UN support unit will be composed of 1 Coordinator (international staff), 1 national Programme Officer, 1 administrative assistant, and 1 driver.

The recruitment process will be conducted by UNDP in close collaboration with PBSO New York (for the international staff). Recruitment criteria will include prior contextual knowledge or regional experience. Until the recruitment of the Support Unit is completed, the RCO Peace and Development team will continue to step-in in providing multiform assistance to PBF recipient organizations in Burundi.

The RCO PDA team is also requesting a detailed assignment consultant and a national consultant for an initial period of 6 months from the start of the project. This request for temporary deployment aims to provide additional capacity to the PDA team to process the workload during the project start-up phase.

**sub-activities:**

- Preparation of the ToRs for professional staff
- Support the recruitment of core staff and support staff including administrative assistant and driver
- Office set-up (office furniture and equipment) including the procurement of one office car
- Liaison with government counterparts and meetings facilitation
- Liaise and provide technical feedback to CSOs and UN agencies on proposals and follow-up
- Ensuring a stronger focus on gender mainstreaming and youth in sustaining peace activities

**Output 1.2: PBF implementing partners develop a wider vision to deliver strategic results and increase activities synergies**

**Under output 1.2**, the project will develop **several analytical tools** (key actors analysis, conflict analysis) that will help situate each PBF project within the country environment. These tools will help PBF project teams in shaping expectations for change by identifying key actors, driving forces, sets of relationships, and conflict dynamics. These will allow teams at planning stage to map out the potential developments within the area of control of the project and those lying beyond the project.

**A Strategic Results Framework (SRF)** will be produced after a comprehensive review of the PBF portfolio and a broad consultation process involving the 3 support mechanisms, the PBF UN Support team, the Joint Steering Committee, and the community of practice. The project will organize to this end a Result-Based Management workshop. The PBF Results framework will be developed in alignment with the 5 pillars of the peace capitalization national strategy. A specific attention will be put in considering gender, human rights, and youth as cross-cutting issues.

The PBF UN support unit will also advise PBF project teams on the proper application of relevant human rights (HR) standards and practices during the design, implementation and monitoring and evaluation of PBF projects in consultation with the RCO HR Advisor.

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<sup>6</sup> For new Support teams only.



The project will organize an **annual workshop of the PBF Community of Practice** in country to review *sustaining peace* results and to promote contacts between project teams. The aim of this CoP activity will be to increase peer-to-peer exchange and activity synergies between projects, especially between those working on similar thematics and in the same areas of intervention. In addition to these activities the combined action of support mechanisms will provide enhanced coordination among PBF projects.

#### **Sub-activities**

- Support coordination role of the RCO within framework of the peacebuilding programming, in close collaboration with the PDA and/or the Strategic Planner of the RCO.
- Moderate regular coordination meetings between UN agencies implementing PBF projects (suggestion: monthly meetings or more often if needed)
- Facilitate regular coordination mechanism at the technical level (Technical Committees) between implementing UN agencies, the Government, CSO and PBF projects (suggestion: quarterly meetings or more often if needed)
- Mainstream gender and youth in the PBF strategic orientation
- Ensure synergies between projects during the design and implementation phases
- Organization, if applicable, of regional meetings within the framework of cross-border projects and ensure coordination with other countries involved
- Provide training on gender analysis as part of the overall analysis and development of gender-sensitive indicators
- Strengthen capacities of recipient organizations and partners for a conflict sensitive approach, peacebuilding, M&E and gender sensitive peacebuilding programming
- Develop a methodology and consultation process for the development of an SRF in line with the peace capitalization strategy
- Finalize the SRF and ensure endorsement by the Steering Committee
- Ensure other project outcomes are directly linked to the delivery and monitoring of the SRF

#### **Output 1.3: Effective Monitoring Evaluation Accountability and Learning of the PBF portfolio**

Under output 1.3, the project will strengthen the **Monitoring Evaluation Accountability and Learning (MEAL) framework of the PBF portfolio**.

#### **Monitoring and Evaluation**

Together with the PBF recipient organizations, the UN Support Unit will follow closely the implementation of PBF projects on-the-ground. The project will organize **technical-level field monitoring missions** to visit project sites and talk to project partners and stakeholders (3/4 monitoring missions per year). M&E missions will ensure that inclusive engagement is at the core of PBF project's implementation. A specific focus will be placed on gender-sensitive implementation of activities.

In addition to this, the government counterparts members of the Joint Steering Committee (JSC) will also organize **regular monitoring missions** in close cooperation with local authorities to follow-up with recommendations on impact and stakeholders inclusivity.

Together with the Peace and Development team, the Support Unit will also **provide technical guidance to recipient organisations to strengthen their M&E system**, develop gender-sensitive indicators and provide related capacity-building support to UN, INGO, NGO partners including through the PBF community of practice. The project will also organize external monitoring and evaluation activities.

#### **Accountability**

The project will organize a **perception study on sustaining peace-peacbuilding initiatives** across the country to gather views of groups of beneficiaries, partners, stakeholders about priority needs and responses by the PBF projects and similar interventions. As part of strengthening accountability efforts of the PBF portfolio it

is essential to identify local understandings of peace and ratings of PBF interventions in the context. This activity will increase the context sensitiveness of PBF project.

The activity will be conducted in partnership with a national academic institutions and the support of an international consultant. The methodology to be developed should allow for qualitative and quantitative results. A specific attention will be given to gender mainstreaming in the preparation of questionnaires and in data collection overall. The project will organize the selection of key project locations to conduct the study.

#### Learning

The Community of Practice (CoP) will organize at least **one thematic learning workshop** open to all PBF recipient and their partners. In addition to peacebuilding practice essential knowledge (do no harm, conflict sensitiveness, ect.) the project will allow CoP participants to broaden their knowledge on context-relevant themes and lessons learned from project past experience. A possible first theme could be the **integration of Mental Health and Psycho-Social Support (MHPSS) into peacebuilding** because of the work completed by the portfolio and the ongoing consensus in country **to develop trauma-informed approaches**.

#### Sub-activities:

- Support design and implementation of a quality M&E plan for projects, both individually and globally to increase synergies and prevent duplicates among PBF projects, develop gender-sensitive indicators, and between PBF projects and other peacebuilding projects in the country.
- Support independent assessment studies of PBF projects, an “evaluability assessment”, a mid-term review and a final evaluation, notably on impact, sustainability, and gender dimension while identifying and consider gender constraints and entry-points in the projects. Please note that the evaluability assessment and the final evaluation are both managed and conducted from Headquarters, but overall supported at the national level by a consultant hired locally and the Technical Support team of the PBF; the mid-term review will be directly supported by the PBF Support team.
- Support the M&E process with the PRA World Bank team on the Peace Capitalisation Matrix implementation in partnership with the government.
- Regularly conduct field missions to monitor PBF projects, collect good practices and lessons learnt, and formulate recommendations, and deliver mission reports to share with the RCO and PBSO.
- Facilitate dialogue between benefiting communities and Steering Committee via community monitoring mechanisms and ensure voices of the beneficiaries are strategically used to promote shared responsibilities, the way in which the programmes benefit considers gender. Create systematic communication mechanism between benefiting communities and Steering Committee.
- Ensure knowledge and best practices management and communication via appropriate platforms for future peacebuilding activities.
- Draft annual progress report of the PBF Strategic Results Framework through consultative process and submit to the Steering Committee and subsequently to PBSO in New York on 1 January of the following year at the latest.

#### **Output 1.4 Advocacy and communication on sustaining peace is strengthened**

In consideration of the 5-year transition period whereby Burundi remain eligible to PBF funding, this is not a time for *business as usual* for peacebuilding projects in the country. **There needs to be a boost in advocacy and communication activities to increase visibility of peacebuilding results and documentation of best practices and evidence-based results with a view to increase sustainability of peacebuilding support potentially beyond the PBF.**

Under output 1.4, the project will organize a series of **activities to strengthen the reporting and communication of PBF project results**. The project team will work closely with a small team of journalists to **document project related stories in the local context of intervention**. The potential of this documentation activity to fill an essential gap in the reporting of qualitative results has been identified by the PDS during M&E missions and requested by several partners. This activity should raise substantially the quality of project reporting for the PBF portfolio and equip partners with essential skills to do so.



The project will also strengthen **PBF communication activities** around project results, objectives and societal changes to emphasize best practices and raising awareness. The UN support unit will work in close collaboration with the RCO Communication team and the local media **to develop interactive products including video and audio features** on the PBF portfolio track record.

**Under output 1.4** the project will also plan for **advocacy activities** to take place to raise up the profile of the PBF portfolio. The project will organize special events such as roundtables or games on the occasion of special days (21.09, 08.03, ect) and also around PBF project life cycle (project launches and closures). These activities will feature targeted content for national audience to strengthen the national ownership on sustaining peace initiatives in alignment with the National *Capitalisation de la Paix* Strategy. The project will organize the production of branded items to enhance visibility.

The project will also organize the **development of gender guidelines** to emphasize gender mainstreaming in all the communication and advocacy activities. This activity will be participatory and involve the PBF Community of Practice with the support of national consultant.

#### **Sub- activities:**

- Document, analyze and disseminate lessons learned during PBF projects execution (via implementation workshops or mini-retreats, etc.)
- Explicitly address gender equality as one of the PBF's core objectives in Burundi and highlight gender mainstreaming as a regular item on the reporting internally and externally.
- Advocacy, communication and partnerships/network development to promote a better understanding and knowledge of the PBF portfolio and its achievements for national authorities, civil society, donors and the public
- Provide recipient organizations with technical support to ensure quality of the semi-annual, annual and final project reports, using SMART, age- and gender-disaggregated indicators defined in the project document and data collected during field visits.
- Develop communication plan to promote visibility of the PBF activities in the country and among stakeholders
- Identify and deliver appropriate training to staff and participating partners who are involved in reporting and framing messages (including on adjusting partners and UN's PR/communication activities to ensure the use of gender-sensitive language and to avoid gender stereotypes in images and photos.
- Develop and distribute guidelines on gender-sensitive language to participating staff and organisations.
- Support UNCT to improve visibility of the PBF activities in the country
- Ensure regular communication with PBSO regarding PBF projects execution, update on political situation and planification process in the UN and in the Government relevant to the PBF activities.
- The PBF projet team will pay particular attention to the synergies among the various interventions in the field and will contribute to mobilizing additional resources from potential donors to further develop the peacebuilding process.

**Outcome 2: The action of the PBF portfolio in Burundi is aligned with national priorities and builds on the national peacebuilding architecture in a sustainable manner**

**Output 2.1: The implementation of the PBF portfolio benefits from strategic guidance by the JSC and solid partnerships with Burundian actors**

The implementation of the PBF portfolio will be guided both at technical level by the PBF Support Unit, the RCO PD team, and the Community of Practice, and at strategic level by the Joint Steering Committee (JSC) including by relevant government and civil society actors and UN, INGO, international partners. Under outcome 2, the project will have a specific focus on developing the engagement of the PBF portfolio with national partners

Under output 2.1, the project will support the Joint Steering Committee in fully playing its strategic guidance and M&E role with related financial allocations. It will assist national counterparts members of the JSC to undertake monitoring and evaluation missions across Burundi as well as substantive technical work ahead of each meetings. The project will fund the organization costs of the four quarterly meetings.

The project will also organize an exchange visit in the East African Community region for a delegation of the Joint Steering Committee (JSC) to learn about best practices in the region in sustaining peace and how specific challenges or problems were managed and resolved peacefully in a neighbouring country.

This project intends to strengthen the capacities of the Joint Steering Committee (including technical) and UNCT for optimal implementation and monitoring of peacebuilding projects in Burundi, as well as to document and build on lessons learned. The JSC likewise will be assisting UN agencies in coordinating projects execution and understanding peacebuilding challenges while implementing the Capitalisation de la Paix national priorities.

**Sub-activities:**

- Organize regular JSC meetings (including at the technical level) to assess and evaluate project propositions, M&E, and implementation progress of the overall PBF portfolio
- Identify and address needs for supervising and strategic guidance capacities and M&E functions of PBF partners such as JSC, national partners, implementing organizations, or any other relevant partner
- Facilitate elaboration and regular update of the conflict analysis in close collaboration with the PDA-PDS, UN, Government, CSO and TFP Proactively identify peacebuilding issues and challenges to support and advise Steering Committee and PBF key partners.
- Undertake assessments and quality control tests of PBF related documents (including project documents and related reports) before submission to the JSC and PBSO to help RUNOs strengthen outputs quality in line with PBF guidance notes.
- Ensure PBF mainstreaming questions (such as on gender equality and women's empowerment) are considered
- Develop specific indicators according to areas of rpirotisations, with gender and age-disagregation.
- Facilitate monitoring missions by JSC to review PBF portfolio implementation, as requested
- Provide guidance to UN senior management and JSC on peacebuilding related questions and ensure PBF funded projects take into consideration relevant best practices.

The PBF Support unit intends to support the strategic guidance role of the Steering Committee as well as the recipient organizations and their implementation partners in achieving results through the projects.



## **Ouput 2.2 Capacities of PBF national partners in sustaining peace are strengthened**

Under output 2.2 and as a cross-cutting dimension the project will ensure that capacities of national partners will be supported across the PBF portfolio as part of the project efforts to meet key localization objectives.

**This will include training national partners** on conflict and gender sensitivity approach in programming and organizational development. Another key training activity will be to develop partners capacity in project design, implementation, M&E, and reporting to ensure impact and sustainable change.

The project will also **upgrade national partners capacities to work in a network approach** and it will organize related capacity-building activities. This work stream should allow to provide national partners with know-how and ad hoc support to establish and run a new network in a sustainable way. The two thematic networks that this project could help strengthen are the network of MHPSS professionals and the network of insider mediators.

The Support Unit in close cooperation with the PDA team and the community of practice will organize capacity building sessions and ensure PBF conflict-sensitive programming and project implementation. The project will particularly target national partners including organizational management, professional communication and resource mobilization. The training of related personnel and institutional building will feature in all PBF project exit strategies.

## **Ouput 2.3 Recipient organisations peacebuilding practices are strengthened in alignment with the UN peacebuilding policy standards**

The PBF support mechanisms combined action will ensure that UN peacebuilding and conflict prevention guidance notes, and other international best practices are disseminated to PBF implementing partners **in peer-to-peer learning exchanges**. A specific attention will be paid to the dissemination and learning of gender-sensitive best practices.

The PBF project team will ensure that technical guidance is delivered to the target audience in multiple ways including ongoing support, thematic discussions, and specific trainings, while aligning with identified priorities in the UNSDCF and in the 2022 PBF review. The project team will aim to transfer relevant approaches and methodologies to PBF implementing partners with adaptation to the context of Burundi.

## **Output 2.4: PBF development efforts are building on needs and assets of the national peace architecture**

**The PBF support team will work under the lead of the Peace and Development team to support development efforts of the PBF portfolio.** Under output 2.4, The project team will ensure that new projects build on gender- and context-sensitive conflict analysis, existing local experience, PBF track record, and assets of Burundi national peace architecture (including targeting of gender-specific objectives).

The project team will thus ensure that **comprehensive mapping of peacebuilding projects and capacities** are done with the assistance of external consultants and relevant information is being collected and regularly updated.

**The project team will also organize PBF meetings, workshops and outreach initiatives for project development.** This is about extending training and networking options to partners aspiring to become PBF implementing entities and joining the community of practice. Each year there are new applicants among the UNCT and INGOs. This will be a space for brainstorming ideas to put forward PBF project proposals as part of addressing societal and behavioral norms.. One key aspect of the workshop will be to impart know-how on conflict and stakeholder analysis to help applicants anchor their proposals (including ToCs) in the context. This initiative could add value

in project development and consortium formation. And it could also strengthen applicants' awareness of the existing PBF portfolio and related synergies.

The PBF Support Unit in close cooperation with the Peace and Development team will be responsible to develop a mapping of the Technical and Financial Partners (TFP) and peacebuilding activities, developing gender-sensitive budget as well as to identify financial gaps to determine new priority projects. The PBF Support Unit will oversee relationships with the TFP to create synergies between projects and ensure coherence among peacebuilding programmes, including the World Bank, as well as mobilizing additional resources for peacebuilding projects (catalyzing effects of PBF projects). The Joint Steering Committee will also review concept notes and support the formulation of new projects.

#### **Sub-activities:**

- Develop mapping of peacebuilding actors and partners (UN, Government, CSO, TFP) updated regularly and identifying financial gaps and programmatic entry points for PBF projects.
- Facilitate contacts between partners for the formulation of peacebuilding projects and provide active technical support for the development of related interventions, partnerships and consortia
- Facilitate eligibility or eligibility renewal application process in the country
- Relying on conflict analysis and mapping exercise, facilitate coordination and significant strategic support to design quality peacebuilding projects in collaboration with UN entities, Government, CSO and TFPs to be submitted to the PBF.
- Ensure at least 30% of the PBF funds are allocated to gender/women empowerment.
- The PBF project team will pay particular attention to the synergies among the various interventions in the field and will contribute to mobilizing additional resources from potential donors to further develop the peacebuilding process.

- c) Provide a **project-level 'theory of change'** – i.e. how do you expect these interventions to lead to results and why have these interventions been selected. Specify if any of these interventions are particularly risky.

**If PBF support mechanisms are operational in supporting project design implementation, monitoring, reporting, then the PBF portfolio will deliver effective peacebuilding results, the catalytic effect of peacebuilding interventions and coordination will be strengthened as well as the portfolio gender-sensitiveness and sustainable impact in the country**

**Then the context-relevance of the PBF portfolio will also bring a better alignment with national priorities, UN best peacebuilding practices and the needs of the local peacebuilding architecture**

- d) **Project implementation strategy** – explain **how** the project will undertake the activities to ensure most effective and efficient achievement of results, including justification for geographic zones, criteria for beneficiary selection, timing among various activities, coherence between results and any other information on implementation approach (must be gender- and age-sensitive). No need to repeat all outputs and activities from the Result Framework.

The PBF Support Unit will be responsible for the implementation of the PBF support mechanisms project in close cooperation and supervision by the RCO peace and development team under the leadership of the Peace and Development Advisor.

The PBF Support Unit will be supporting recipient organizations with PBF project execution, M&E, gender-sensitive communication and reporting activities. The project will also benefit from PBSO technical support



for guidance and relations with other partners. The team will ensure close communication with PBSO in New York and its focal point for PBSO in Burundi.

The PBF Support Unit will support implementing partners with project execution, communication/visibility, reporting and M&E, including final evaluation. It will ensure gender mainstreaming during the entire cycle from project design to implementation and evaluation. Beyond regular monitoring activities, the PBF portfolio global assessment in Burundi will be conducted to evaluate impact on the beneficiaries and how perceptions and mentalities on peacebuilding, social inclusion, gender mainstreaming, and peaceful coexistence have evolved in the areas of intervention.

UN agencies focal points and their partners will engage in the implementation by actively participating to various activities. The PBF Support team will provide technical support to plan projects final evaluation, with the primary responsibility remaining with the project recipients. It will support them to define methodologies and monitoring mechanisms in collaboration with implementing agencies and coordinate data collection and analysis as well as indicators of the newly approved projects. The Support team will also support semi-annual and annual reporting for current projects, a consolidated annual report of the Steering Committee as well as an annual strategic report.

#### **Project management and coordination (4 pages max)**

- a) **Recipient organizations and implementing partners** – list direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local know-how and existing capacity.

The PBF Support mechanisms project will be implemented by the UNRCO PDA team with hiring and administrative processes carried out through UNDP.

UNDP has proven project and trust fund management capabilities, having managed electoral funds, emergency and development recovery funds, Global Fund projects, etc. for years. Beyond this management capacity, the UNDP, which is a development agency, has included governance and capitalization of peace among its priorities, and is co-piloting with the UNHCR, the question of durable solutions for reintegration and the reintegration of displaced people to which this project contributes. Drawing on its long-standing experience in the field, UNDP has been able to build a solid partnership with the Burundian authorities, both at the central and local levels, a very useful asset for national ownership.

UNDP has an M/E unit made up of international staff, a national professional and a national UNV. This unit will work in perfect collaboration with the PBF Support Unit, for good planning of monitoring activities. In terms of financial monitoring, UNDP has a program management support unit, which ensures regular monitoring of compliance in the use of funds according to contractual provisions with each donor. UNDP also has an HR unit with two staff, as well as a Procurement unit with two staff as well. There is also the finance unit which is equipped with sufficient staff, as well as an ICT unit. All these units are coordinated by an Operational Manager.

Paragraph explaining the selection of the agency in charge of administrative management of the PBF Support team project.

<p><b>Table X: General overview of the funding agency in charge of the administrative execution of the Support team project in the country</b></p>
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	Agency	Main funding source	Regular annual budget in US dollars	Emergency trust fund (ex: CAP)
Previous financial year	UNDP	N/A		
Current financial year	UNDP	<b>Core</b> <b>Non-core</b>	11,202,000 US\$ 44,485,064 US\$	

- b) **Project management and coordination** – present the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explain project coordination and oversight arrangements. Fill out project implementation readiness checklist in **Annex C**.

**PBF Support team composition:**

Since August 2022, the PD team has overseen the PBF portfolio in Burundi. The PBF support team will work under the leadership of the Peace and Development Advisor and in close collaboration with the RCO M&E and Communications Specialists. The recommended composition includes:

- PBF Coordination and M&E Specialist (international)
- National Programme and Communications Officer (national)
- Administrative/Financial assistant
- Driver

Specific terms of reference will define in details the responsibilities for each Support team staff member.

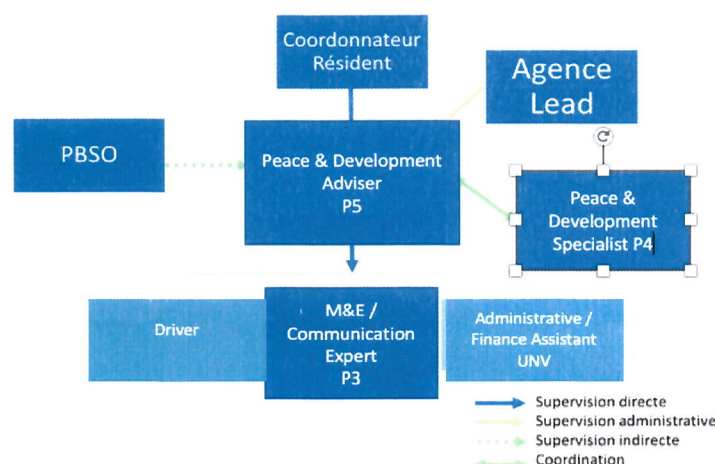
UN PBF Support Unit Personnel	Total costs in US\$ (12 months) <sup>7</sup>	Total costs in US\$ (24 months) <sup>8</sup>
Coordinator	245160	490320
National Programme Officer	36000	72000
Administrative assistant	15669	31338
Driver	5658	11316
Total		<b>604974</b>

<sup>7</sup> These figures provided by the Human Resources Unit are reflecting the organization total costs for the deployment of staff members to Burundi (including salary and cost estimation 20% higher due to budget provisions)

<sup>8</sup> Idem



## Support Unit and Peace Development team organizational chart



The PBF Support Unit will ensure project execution by providing technical support to recipient agencies and their implementing partners with project implementation, M&E, development and communication. Because of its strategic function, the PBF support unit will be in the RCO in charge of the project global supervision along with the PD team. UNDP will be the executing agency and, in this capacity, will ensure administrative and contractual management of support unit staff.

The UNRC or his/her representative in the RCO and the PDA will ensure supervision of the PBF project team who will report to him/her on all tasks related to the PBF portfolio. The PBF Coordinator will work in close collaboration with the Steering Committee and the PD team. The RC remains accountable for the delivery quality of the PBF Support team. The PBF Coordinator will also indirectly report to PBSO on the PBF portfolio strategy in the country and on PBF projects performance. PBSO will join the RCO and implementation agency to participate to the recruitment process as well as PBF professional staff performance assessment.

A JSC is established to supervise PBF projects in Burundi. Co-chaired by the Minister of Foreign Affairs and the UNRC, with support from the Support team, and is responsible for projects coordination, monitoring and strategic guidance. The Minister of Foreign Affairs and other key departments will be involved, as needed, in the work, as well as other technical and financial partners, civil society organizations, international NGOs and UN agencies. The PBF support team will support the JSC in pursuing its mission. In this capacity, it will ensure project monitoring, plan assessment activities, conduct quality control, as well as consolidate and submit reports to the Steering Committee on a regular basis. It will also contribute to strengthen visibility of PBF interventions in the country.

- c) **Risk management** – assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation.

Risks	Probability	Impact	Mitigating strategies
Lack of information on implementation by recipient agencies	Medium	Low	Support team to collaborate with agencies to improve information sharing
lack of reliable data to monitor project and portfolio progress and to measure peacebuilding impact.	Medium	medium	Close monitoring of agencies to ensure efficient narrative and training on M&E and indicators
Delays to submit narrative and financial reports	Medium	Low	Close monitoring of agencies to ensure efficient narrative and financial reporting
Insufficient national ownership	Low	High	Engage partners in Steering Committee and technical meetings
Challenges for agencies to jointly supervise projects in the field	Medium	Medium	Plan joint missions
Steering Committee does not meet according to planned timeline	Medium	Low	Designate deputy to back up absent Steering Committee members
Procurement processes slow down project execution	Low	Medium	Prepare procurement plan at start of project
Potential disagreements between agencies regarding project execution	Low	Low	Engage all agencies in operational planning of activities Request mediation from RC if needed
Fragmentation, duplication and weak coordination among projects	Low	Low	Quarterly coordination meeting to promote synergies among projects

- d) **Monitoring and evaluation** – What will be the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include a breakdown of M&E budget that the project is putting aside, including for collection of baseline and end line data for indicators and independent evaluation, and an approximate M&E timeline. Ensure at least 5-7% of the project budget is set aside for M&E activities.

The PBF support team will develop an integrated and joint M&E system for PBF projects (please see more under output 1.2-1.3 in the results framework p11-12) as well as at portfolio level.

The project will organize a **perception study on sustaining peace-peacbuilding initiatives** across the country to gather views of groups of beneficiaries, partners, stakeholders about priority needs and responses by the PBF projects and similar interventions.

The project will also include specific efforts for developing M&E systems of cross-border projects and gender and youth promotion projects. This project will allow to strengthen synergies among different projects, strengthen complementarity of projects results and formulate portfolio-level joint results and indicators allowing to measure project results according to strategic peacebuilding priorities identified with the Government.

The PBF Support Unit will ensure quality control of annual and semi-annual reports from JSC for endorsement. The PBF support unit will work with agencies to coordinate their result monitoring approach and provide M&E technical support if necessary. Relying on field data analysis, the PBF team will inform the Steering Committee and agencies on potential challenges and issues to reach the targeted results. Project monitoring and targeted results evaluation will be conducted by the Steering Committee based on the Results Framework and workplan. A budget will be planned, if applicable, to conduct the project final evaluation.



- e) **Project exit strategy / sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do to try to ensure this support from the start.

The project will pay particular attention to national ownership of the project results by the concerned Ministries of Burundi and other national partners to ensure continuity with the results achieved from other PBF interventions in Burundi.

This will be facilitated via the full engagement of all partners in project design, implementation, supervision and M&E. Furthermore, the partners will be closely involved in documenting and analyzing lessons learned. Communication outreach on project achievements could also contribute to additional resources mobilization to ensure continuity of the projects with bilateral and multilateral partners.

The development of a PBF community of Practice in Burundi will ensure that contacts, information-shared, experience and skills acquired will outlive the project and will contribute to strengthening the exit strategy of PBF-funded interventions by empowering national actors and local partners to continue peacebuilding work.

### **III. Project budget**

Please provide a brief justification for the proposed budget, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project.

Fill out two tables in the Excel budget **Annex D**.

#### **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please 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 Recipient 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), 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 the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual 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 completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters.);

- Disburse funds to any RUNO for any cost 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:

Type of report	Due when	Submitted by
<b>Semi-annual project progress report</b>	15 October	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
<b>Annual project progress report</b>	01 April	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
<b>End of project report covering entire project duration</b>	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
<b>Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it</b>	31 December	PBF Support team on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

### Financial reporting and timeline

Timeline	Event
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)



Unspent Balance exceeding USD 250, 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>).

## **Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

### **Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

### **Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Support teams, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Support team on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

### **Financial reports and timeline**

Timeline	Event
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)



Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

#### **Ownership of Equipment, Supplies and Other Property**

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

#### **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 website (<http://www.mptf.undp.org>)

#### **Final Project Audit for non-UN recipient organization projects**

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

#### **Special Provisions regarding Financing of Terrorism**

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and, in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

#### **Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project execution for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country,

the organization must have the current registration and obtain renewals for the duration of the project, to receive subsequent funding tranches)

- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>9</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>9</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.



## Appendix B: Project Results Framework (MUST include sex- and age disaggregated data)

Outcome	Output	Indicators	Means of verification/ frequency of collection	Indicator milestones
<b>Outcome 1:</b> The internal coherence of the PBF project portfolio in Burundi is strengthened to achieve maximum impact in Burundi		<b>Outcome Indicator 1 a:</b> Delivery rate of active PBF-funded projects in Burundi  Baseline: Target: at least 85%	Internal reports	Quarterly reports show increased follow up
		<b>Outcome Indicator 1 b:</b> Perception by project partners and beneficiaries that PBF investments have been had a positive impact on peacebuilding  Baseline: 0% Target: 90%, of which 35% are women's organization or projects led by partners with a strong gender focus.	Perception survey on a quarterly basis by portfolio	
	<b>Output<sup>10</sup> 1.1:</b> The PBF support unit provides operational and contractual support to recipient organizations	<b>Output Indicator 1.1.1.</b> PBF recipient organizations project contracts are overseen by the PBF Support unit  Baseline: 0% Target: 100%	Project documents and PBF recipient organisations project teams	

<sup>10</sup> For new Support teams only.

	Output 1.2 PBF implementing partners develop a wider vision to deliver strategic results and increase activities synergies				
		<b>Output Indicator 1.2.1</b> A strategic framework of results established in alignment with national priorities  Baseline: no Target: 1 country result framework	Mid-year and yearly reports on PBF activities		
	Output 1.3 Effective Monitoring Evaluation Accountability and Learning of the PBF portfolio	<b>Output Indicator 1.2.2.</b> Partners coordination mechanisms established and operational  Baseline: 0 Target: 3 (PBF Support Unit; Joint Steering Committee; PBF community of practice)	Mid-Year PBF report  Project reports  Yearly PBF report		
		<b>Indicator 1.3.1.</b> Number of field-based monitoring missions conducted  Baseline: 2 missions per year Target: 4 missions per year	Mid-Year PBF report  Yearly PBF report	2 missions done by the first mid-year report	
		<b>Indicator 1.3.2.</b> Baseline study of local peacebuilding perceptions completed by 1 <sup>st</sup> semester 2024  Baseline: no Target: 1 local peacebuilding perception study	Perception survey  Project reports	1 gender analysis done by 2024	
		<b>Indicator 1.3.3.</b> Number of PBF implementing partners' M&E systems improved  Baseline: 0			



		Target: 3 implementing partners			
Outcome 2: The action of the PBF portfolio in Burundi is aligned with national priorities and builds on the national peacebuilding architecture in a sustainable manner	Output 1.4 Advocacy, and communication on sustaining peace is strengthened	<b>Indicator 1.4. 1</b> Number of communication activities with professional support documenting peacebuilding results  Baseline: 0 Target: at least 5 activities/year	Yearly reports  Communication products -events Social media tracking	Identification of community members who can work as focal points for information dissemination within first project reports	
			Project reports Communication-products events Social media tracking	At least 30 % of the projects report presented in the first year of the project cycle include gender parity content.	
		<b>Indicator 2.</b> Level of understanding of the PBF interventions and its processes improved  Baseline: 20% of favorable views Target: 60% of favorable views	Reports, evaluations  Perception survey	At least one perception survey per year	
		<b>Indicator 2.2.</b> Policies, processes and minimum standards that prioritize peace consolidation are adopted  Baseline: 0 Target: at least one draft law	Ministry of Solidarity, Ministry of Interior, Ministry of Justice, JSC	At least one draft law in the pipeline for strengthening women's inclusivity or community inclusion targeting minorities is in the pipeline for the first year.	

<b>Output 2.1</b> <b>The implementation of the PBF portfolio benefits from strategic guidance by the JSC and solid partnerships with Burundian actors</b>	<b>Indicator 2.1.1.</b> Multi-actor platform established and operational with exchanges and related suggestions-action points Baseline: 1 Target: 1 Joint Steering Committee (JSC)	Annual strategic country report	At least one meeting per quarter
	<b>Indicator 2.1.2.</b> Updated context analysis disseminated to PBF implementing partners, including gender analysis Baseline: no Target: one country peacebuilding context analysis shared	JSC Reports	At least one analysis in the first year.
	<b>Indicator 2.1.3.</b> Gender approach and guidelines on GEWE developed Baseline: no Target: 1 gender guidelines	Reports, communication, events	CSOs participate in consultations; country analysis
<b>Output 2.2</b> <b>Capacities of local partners in sustaining peace are strengthened</b>	<b>Indicator 2.2.1.</b> Number of partners strengthened in project cycle management DME and peacebuilding thematic issues Baseline: 2 Target: at least 5	Assessment reports post-training Reports, , perception surveys	25 % of partner within the first year report improved capacity
	<b>Indicator 2.2.2.</b> Number of project teams who will receive training on M&E and conflict analysis at least once during the project cycles Baseline: 2 Target: at least 5	Assessment report post-training	25% of management teams made at least one contribution to substantively strengthen the GEWE engagement in gender related SDG localization and/or implementation within the first year's report.



	Output 2.3 PBF recipient organisations peacebuilding practices are strengthened in alignment with the UN peacebuilding policy standards	<b>Indicator 2.3.1</b> Number of UN guidance notes and best practices implemented by PBF implementing partners  Baseline: 0 Target: at least 5	Annual strategic country report	
	Output 2.4: PBF development efforts are building on needs and assets of the national peace architecture	<b>Indicator 2.4.1</b> Number of project proposals strengthening community engagement and Burundi peacebuilding architecture  Baseline: 1 Target: at least 3	Annual strategic country report	

### Annex C: Checklist of project implementation readiness

Question	YES	NO	Comments
1. Have all implementing partners been identified?	yes		
2. Have TORs for key project staff been finalized and ready to advertise?	yes		
3. Have project sites been identified?	yes		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	yes		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	yes		
6. Have beneficiary criteria been identified?	yes		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	yes		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	yes		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		