

2) Amended Project budget by UN categories

CATEGORIES	Amount Recipient Agency UNIOGBIS	TOTAL (USD)
1. Staff and other personnel (including monitoring and evaluation)	245,000	245,000
2. Supplies, Commodities, Materials	0	0
3. Equipment, Vehicles, and Furniture (including Depreciation)	0	0
4. Contractual services	25,000	25,000
5. Travel (including M&E missions)	31,000	31,000
6. Transfers and Grants to Counterparts	162,550	162,550
7. General Operating and other Direct Costs	0	0
Sub-Total Project Costs	463,550	463,550
8. Indirect Support Costs*	32,450	32,450
TOTAL	496,000	496,000

* 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.

03/05/2016
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**United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund
(PBF)
AMENDED PRF WORKPLAN AND BUDGET**

Project: Support to dialogue processes in Guinea-Bissau
Date: April 2016

1) Amended Workplan:

Inter and intra-party relations that enable a conducive institutional environment for a. Parliament to complete the term of the legislature, b. Government to implement its development strategy following up on Brussels roundtable commitments, and c. preparations for the National Conference "Paths to Peace and Development" TOTAL 160,000 USD				
<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO (USD)</i>	<i>UN budget category (see table below for list of categories)</i>	<i>Any remarks (e.g. on types of inputs provided or budget justification)</i>
Output 1.1	Mediation group constituted and deployed	90,000	1 and 5	Based on estimate developed by UNHQ/DPA/Africa II for travel accommodation and salary of mediators
Output 1.2	Mediation strategy developed and implemented	25,000	4	Based on estimate developed by UNHQ/DPA/Africa II for travel accommodation and salary of mediators
Output 1.3	Technical support team established and functioning	45,000	1 and 5	Based on estimate developed by UNHQ/DPA/Africa II for travel accommodation and salary of mediators

Strengthened capacities that enable the Organising Commission to effectively implement the preparations for the National Conference TOTAL 145,270				
<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO</i>	<i>UN budget category (see table below for</i>	<i>Any remarks (e.g. on types of inputs provided or budget</i>

03/05/2016

			<i>list of categories)</i>	<i>justification)</i>
Output 2.1	Technical Capacity of OC enhanced	75,270	1,5 and 6	These are estimates based on externally hired think tank (INEP) budgeting for the project. Detailed plan of activities to be developed with Commission during pilot phase
Output 2.2	Benchmark assessment workshop held and enables Organizing Commission to readjust course depending on political environment	40,000	1,5 and 6	These are estimates based on externally hired think tank (INEP) budgeting for the project. Detailed plan of activities to be developed with Commission during pilot phase
Output 2.3	Regional Validation of Capitalization Report carried out in 3 regions	30000	1,5 and 6	These are estimates based on externally hired think tank (INEP) budgeting for the project. Detailed plan of activities to be developed with Commission during pilot phase

Broadened national ownership over the National Conference process ensuring the active and inclusive participation of Bissau Guineans in the different sectors of state and society
TOTAL 158,280

<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO</i>	<i>UN budget category (see table below for list of categories)</i>	<i>Any remarks (e.g. on types of inputs provided or budget justification)</i>
Output 3.1	The different sectors of Bissau Guinean society are effectively engaged in the Validation process.	80,000	1,5 and 6	These are estimates based on externally hired think tank (INEP) budgeting for the project. Detailed plan of activities to be developed with Commission during pilot phase
Output 3.2	First stage of the National Public Opinion Awareness Campaign and Communications Strategy implemented	78,280	1,5 and 6	These are estimates based on externally hired think tank (INEP) budgeting for the project. Detailed plan of activities to be developed with Commission during pilot phase
TOTAL	463,550			



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

Project Title: Support to dialogue processes in Guinea-Bissau	Recipient UN Organization(s): UNIOGBIS
Project Contact: Stina Reksten, Political Affairs Officer, UNIOGBIS Address: Telephone: +245 966779528 E-mail: reksten@un.org	Implementing Partner(s) – Organizing Commission for the National Conference, national and international NGOs; other UN-agencies; local religious and traditional leadership
Project Location: Guinea-Bissau	
Project Description: Ensuring a broad based multi-track national dialogue process that addresses ongoing instability in Guinea-Bissau	Peacebuilding Fund: 1,168,410 USD Other source: UNIOGBIS regular budget activity. Government Input: Other: Total Project Cost:
	Proposed Project Start Date: 1 March 2016 Proposed Project End Date¹: 30 November 2016 Total duration (in months):² 9 Months
Gender Marker Score³: <u>2</u> <i>Score 3 for projects that have gender equality as a principal objective. Score 2 for projects that have gender equality as a significant objective. Score 1 for projects that will contribute in some way to gender equality, but not significantly. Score 0 for projects that are not expected to contribute noticeably to gender equality.</i>	

¹ Project is aligned with the date set for the end of the preparation phase, identified by the Organising Commission in its July 2015 Canchungo retreat. The National Conference process's chronogram will possibly be modified in light of current and shifting political conditions, and thus the project dates may be changed accordingly. Any decision on a date change for the project will take place in the context of an assessment phase that will be carried out in step 2 of the project implementation (as described below).

² PRF project duration must be within the approved dates for the Priority Plan.

³ PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

Priority Plan Outcome to which the project is contributing: PPP Outcome 1: Increased constructive political dialogue and national consensus-building among political, economic and civil society leadership

Project Outcomes:

1. **Inter and intra-party relations** that enable a conducive institutional environment for a. Parliament to complete the term of the legislature, b. Government to implement its development strategy and Brussels roundtable commitments, and c. preparations for the National Conference "Paths to Peace and Development";
2. **Strengthened capacities** that enable the Organising Commission to effectively implement the preparations for the National Conference;
3. **Broadened national ownership** over the National Conference process ensuring the active and inclusive participation of Bissau Guineans in the different sectors of state and society

PBF Focus Area⁴ which best summarizes the focus of the project: 1. Support the implementation of peace agreements and political dialogue (Priority Area 1): (1.4) Political Dialogue; 2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2): (2.1) National reconciliation; (2.3) Conflict prevention/management

<i>(for PRF-funded projects)</i>	
Recipient UN Organization	National counterpart
<p>Mr. Miguel Trovada</p> <p>SRSR UNIOGBR</p> <p>Signature _____</p> <p>Date & Seal 15/03/16</p>	<p>Padre Domingos da Fonseca</p> <p>Head of the Organizing Commission for the National Conference</p> <p>Signature _____</p> <p>Date & Seal 15/03/16</p>

⁴ PBF Focus Areas are:

- 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) Conflict prevention/management;
- 3: Revitalise the economy and generate immediate peace dividends (Priority Area 3): (3.1) Employment; (3.2) Equitable access to social services
- 4) (Re)-establish essential administrative services (Priority Area 4) (4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/PBF Secretariats)

I. How this project fits within the approved Priority Plan (PPP)

1) Peacebuilding Priority Plan outcome area supported:

The project supports Outcome Area 1 of the PPP: *Increased constructive political dialogue and national consensus-building among political, economic and civil society leadership*. It intends to do so through two parallel components that foster constructive interaction among social and political actors in the country: Component 1: the facilitation of an inter- and intraparty and inter institutional dialogue between rival factions within and between political parties. Component 2: support to the organising commission to the National Conference "Road to Peace and Development: Causes, consequences and resolution of conflicts in Guinea-Bissau" created by the ANP to implement a national dialogue process on reconciliation and development.

The development of a constructive interaction within the political elite that de-blocks the current political impasse will facilitate the conditions necessary for the successful implementation of a participatory and inclusive national dialogue process, building consensus around a national strategy for reconciliation and development. UNIOGBIS is already pursuing a resolution of the inter-institutional stalemate through a Stability Pact, as part of the Good Offices of the Secretary-General, through his Special Representative as defined in the mandate of UNIOGBIS. Implementing the inter and intra-party dialogue and support to the national conference by means of the Peacebuilding Priority Plan, will enable the United Nations to complement its already existing efforts and enhance its impact in support of conditions for dialogue and consensus.

2) Rationale for this project:

Following the restoration of constitutional order through general elections in April 2014, Guinea-Bissau seemed to be on the path to political and social stability, economic recovery and development. The government had started delivering to the population and was working closely with the international community in bringing needed reforms to Guinea-Bissau. This culminated in the successful organization of the partner roundtable in Brussels in March 2015, which raised an estimated 1.3 billion USD. However, some fundamental challenges to political stability remained unresolved. In essence, Guinea-Bissau is a fragile country, whose development is seriously hampered by a history of conflictive civil-military relation shaped by shifting opportunistic alliances, inter and intra-party divisions, elite-driven politics, weak institutions, lack of dialogue, and the inability of the state to deliver on the social contract.

In this context, the lack of constructive dialogue within the political, military and social elites and, more importantly, between the elites and the broader citizenry is cause for particular concern, as it often results in distrust by the population towards institutions and among public actors, the aggravation of social and political tensions, greater instability, governance crisis and even violence. Following the aforementioned roundtable, the country witnessed an aggravation of the divisions within the ruling elite, manifested in the public disputes and growing tensions between the country's elected leaders. This situation culminated in the decision of the President to dismiss the Prime Minister and his Government on 12 August 2015, alleging fundamental differences that rendered any collaboration impossible. Consensus on the formation of a new government was reached only after two months, but the resulting arrangement is still fragile. If this fragility is not

addressed in a timely fashion, these divisions could lead to a relapse into instability. The concept of a “Stability Pact” to establish a *modus vivendi* between the President and the new Prime Minister, Carlos Correia as well as other stakeholders has been gathering traction. Good offices of the UN Secretary-General as well as other efforts are essential in bringing this about.

More broadly, it is critically important to enable Guinea-Bissau to develop the institutionalized mechanisms for constructive dialogue, peaceful conflict resolution and consensus building, as articulated in the Peacebuilding Priority Plan (PPP). In this connection, and following the elections in 2014, the National Assembly (ANP) appointed a new Organising Commission to re-launch the parliamentary national conference “Road to peace and development” subtitled “Causes, consequences and resolution of conflicts in Guinea-Bissau”, which had been initiated in 2010⁵. The new organising Commission was sworn-in on 18 May 2015.

It is composed of 35 members (of which only four are women) and includes representatives of all parliamentary political parties, the representatives of sovereign organs of the state, the supreme court, the armed forces, the ministries of defence and Interior, civil society organisations and National Assembly staff, who are part of the Commission’s technical support. The chairperson and the vice chairs are drawn from the religious community of Guinea-Bissau. Notwithstanding some glaring stakeholder gaps, particularly with regard to women, the Commission represents a broad intersection of Bissau-Guinean society and represents as such a potentially instrumental platform for national dialogue that can help bring the parties in the ongoing instability as well as representatives of the population and civil society together around a discussion of broader long term issues to help resolve conflict in Guinea-Bissau.

The Organizing Commission will prepare the National Conference. Originally planned for November 2016, the actual date for the National Conference might change as a result of the on-going political stalemate, a matter to be considered by the Organising Commission in its recommendations⁶. The agenda of the National Conference will be shaped by the findings of the Preparatory Phase conducted by the organizing Commission, consisting of the capitalization of previous surveys on root causes and consequences of conflict in Guinea-Bissau and possible solutions to outstanding challenges, to be presented in a new integrative report, and the validation of its findings through a broad grass-roots consultation implemented through regional conferences. The National Conference itself will then issue a series of recommendations intended to achieve the stated goals –peacebuilding, reconciliation and development- in the different realms of social, economic and political life, including through the possible implementation of reconciliation (e.g. truth and reconciliation, conflict resolution, or other follow up mechanisms) or development initiatives it might consider suitable to respond to the identified challenges. The Organizing Commission has defined a roadmap for the organisation of the Preparatory Phase for the National Conference which

⁵ The previous Organizing Commission conducted, with PBF support, eight conferences with the defence and security sectors, two with the Bissau-Guinean diaspora and 12 conferences in Guinea-Bissau’s regions had been completed in November 2011 and its results were approved by the ANP. However, the national conference, scheduled to take place in January 2012, was cancelled owing to the death of President Malam Bacai Sanhá in January 2012 and the subsequent April 2012 coup d’état. The UN had supported the preliminary phase in 2010-2011 through technical and financial assistance and was planning to support the National Conference itself when it was postponed.

⁶ The current project period presumes that the National Conference is held in November 2016. However, should the National Conference be postponed, the project timeline will be revised accordingly.

identifies the following activities: a. the development of a two-pronged communications strategy targeting the sovereignty organs and public opinion mobilizing support to and engagement in the national dialogue process, b. the capitalization of previous work by the previous Commission and other relevant dialogue initiatives in a consolidated report on root causes and consequences of conflict in Guinea-Bissau, and c. the validation of this report through a grass-roots consultations process, with findings and recommendations to be used as the Inception Document of the National Conference. The Organizing Commission is matched by an honorary committee (Commissao de Honra) which is composed by the President of the Republic, the President of the National Assembly, the President of the Supreme Court, the Prime Minister, the SRSB, the UN RC/RR and the representatives of the AU, EU, ECOWAS, UEMOA and the CPLP⁷. The Honorary Committee has not yet met⁸.

The National Conference will constitute a critical opportunity to catalyse convergence and consensus around a national agenda and strategy for reconciliation and development, a key component of the 'social contract' necessary to underpin consolidation of peace and democracy in Guinea-Bissau. Building upon previous consultative processes, its participatory scope has the potential to contribute to the generation of a societal momentum around key missing elements for the social contract, such as a sense of shared national identity, the rapprochement between state authority and society, and a consensual set of reconciliation and political goals.

However, the political stalemate and disarray between the political elites and high political institutions constitute an obstacle for the implementation of a true national dialogue process whose findings and recommendations can feed into the political process. Facilitating a constructive resolution of the political crisis within the political elite will enable the United Nations to provide support to the national institutions leading the implementation of the national dialogue process.

3) Coherence with existing projects:

Further to the enclosed project, two more are to be submitted under the Priority Plan Outcome Area 1: 1) A project on an annotated reading of the constitution as a tool in the high level mediation effort to be presented by UNOGBIS and 2) a project on natural resources management and aid coordination to be developed by UNDP.

Table 1 -- Mapping of peacebuilding activities and gaps

Outcome area	Source of funding (Government/development partner)	Key Projects	Duration of Projects	Budget in \$	Description of major gaps in the Outcome Area, programmatic or financial
Outcome 1 of the Priority Plan: Increased constructive political dialogue and	1) UNOGBIS	SRSB good offices in high-level talks between State institutions	Ongoing	UNOGBIS regular budget	Focus is on inter-institutional dialogue and not on inter and intra-party talks, which remain a gap

⁷ As outlined in the Terms of Reference of the Organizing Commission (Annex C)

⁸ February 2016.

national consensus-building among political, economic and civil society leadership	2) ECOWAS	Good offices of ECOWAS Special Envoy Obasanjo and AU to mediate between the President, the Parliament and the Government	Ongoing	Unknown	Focus is on elite mediation and inter-institutional dialogue, not on inter and intra-party talks which remain a gap
	3) Timor Leste	Funding of the work of the Organizing Commission for the National Conference	Until end of National Conference	500,000 USD (50% disbursed in February 2016)	Funding has been disbursed by Timor-Leste as direct budget support to the Organizing Commission which is planning to use it mainly for vehicles, equipment and salary arrears and with a more limited amount for implementation work. Support for most of the substantive Commission work is to be funded by UNIOGBIS

II. Objectives of PBF support and proposed implementation

1) Project outcomes, theory of change, activities, targets and sequencing:

Project outcomes

Guinea-Bissau lacks institutionalized mechanisms for peaceful conflict resolution and, as articulated in the Peacebuilding Priority Plan (PPP), weak capacity for constructive dialogue and divisions within political parties represent some of the biggest threats to political stability in Guinea-Bissau. There is a lack of dialogue between the elites, but also a deep gap of mistrust between the political elites and the people. Lack of dialogue, a weak social contract and the elite driven politics are some of the root causes of instability in Guinea-Bissau⁹.

The proposed support to the Commission would help improve the capacity of the commission to conduct a meaningful national dialogue that addresses the root causes of instability. This includes an effort to improve the linkages between people and state by mobilizing a broad part of the population by way of age, gender, geographical location and class. Thus, the National Dialogue becomes a genuine national mobilization process

⁹ Ref. the PPP and the Strategic Assessment Mission to Guinea-Bissau, November 2014 among others

that breaks with the "business as usual" attitude of elite on elite politics, and helps hold the political, military and institutional leaders accountable to the population. While discreet dialogue initiatives are needed to address continued political instability affecting the top-level political and military leadership, the national conference initiative, which is led by parliament, would aim to bridge the gap in state-citizen dialogue and mobilize civil society for change away from a single to positive sum paradigm that can lead to conflict transformation.

The three project outcomes are:

1. **Inter and intra-party relations** that enable a conducive institutional environment for a. Parliament to complete the term of the legislature, b. Government to implement its development strategy and Brussels roundtable commitments, and c. preparations for the National Conference "Paths to Peace and Development";
2. **Strengthened capacities** that enable the Organising Commission to effectively implement the preparations for the National Conference;
3. **Broadened national ownership** over the National Conference process ensuring the active and inclusive participation of Bissau Guineans in the different sectors of state and society

Theory of Change

The implementation of a multi-pronged strategy facilitating and supporting dialogue at different levels of social and political life will contribute to the mainstreaming of constructive political dialogue and national consensus-building among political, economic and civil society leadership. If an agreement is facilitated between rival factions that enables overcoming the current political disarray and stalemate, then inter-institutional collaboration between sovereignty organs will resume and governance conditions will be improved. If inter-institutional collaboration between sovereignty organs resumes and governance conditions improve, then implementation of the National Conference is enabled and its findings and recommendations can be channelled into the political system. If opportune and adequate managerial assistance and technical advice is provided to the Organising Commission for the National Conference, then its capacities to succeed in the implementation of the National Conference will be enhanced. If a broad participation of state, political actors and civil society groups and communities is ensured along the different steps of the National Conference, the national dialogue process will be truly owned by national actors in state and society.

Components

The project's two components are developed through a three-step phased strategy: preparation phase (step 1), assessment phase (step 2) and a roll-out phase (step 3). Implementation of step 3 will only start if the assessment carried in step 2 determines the existence of conducive political conditions for a national dialogue, according to specified benchmarks (ref. table on page 16).

Component 1: The facilitation of an inter and intra-party dialogue within and between political parties

Further to the good offices provided by the SRSB, UNIOGBIS is considering, pending a request of national stakeholders, to constitute a "Group of Friends" to engage the political party leadership. These personalities will be selected in their capacity as leading figures of national liberation movements in the PALOP countries of Angola, Mozambique and Guinea-Bissau and Cape Verde, with strong ties with the political leadership. Their brief would be to explore the possibility of promoting and facilitating a constructive dialogue within the leadership of the dominating political parties, aimed at helping them effectively address their internal divisions and enable the party to play a constructive role in the country's political process. The group would be supported by a technical team to ensure they receive independent briefings on the issues and actors, monitor developments, organize meetings with national and international stakeholders and, as necessary, deploy additional technical assistance for a continuing dialogue.

Component 2: support to the organising commission to the National Conference "Road to Peace and Development: Causes, consequences and resolution of conflicts in Guinea-Bissau"

In collaboration with the Organising Commission, an operational strategy to provide managerial and technical support for the implementation of the National Conference will be implemented through the constitution of a technical team coordinating support to the commission, with the following identified priorities:

- **Support to the operational design of the National Conference** - Support the Commission in the identification of the most appropriate methodological and political strategy for the implementation of the national dialogue process in its different stages, including the restitution/validation regional consultations, and the national conference, with a detailed operational plan including a realistic chronogram and costing exercise.
- **Building the capacity of the Commission** -The Commission's work has been slowed down by lengthy discussions on the National Dialogue process and the Commission's role. The Commission needs continuous technical support and training in order to develop a common approach to its facilitation role and to be more efficient and effective.
- **Support to communication** - The outgoing Commission identified the lack of an effective communication strategy as a major obstacle to fostering an understanding of the conference objectives. It is important that the public discourse of representatives of the Commission itself and parliamentary leadership on the objectives of the national conference and key steps is coherent and harmonised. The project will support the elaboration of an effective communication strategy will have a multi-stakeholder and mass mobilisation focus, as a vehicle for including wider parts of society in the discourse. Such strategy will also seek to shed some light on the way forward to dealing with the past based on international best practices, demystifying the process and minimizing fear that may emerge in some groups.

- **Technical support and process management capacity** - The current facilitation and process management capacity within and outside the Commission is assessed as sufficient to conduct the regional conferences, which would be the cornerstone of the national conference. However, technical assistance to assist in developing the design of the national conference, handling recommendations and a follow-up mechanism is urgent to support informed decisions on next steps. This is an essential building block for planning and budgeting for the national conference. The technical assistance package will include training of trainers in best practices for National Dialogue, including trust-building and conflict resolution tools and methods, as well as the presentation of case studies of similar national dialogue initiatives targeted at the Commission, State Institutions and other stakeholders.

The technical assistance will include guidance on how to deal with past human rights violations and abuses and impunity, one of the root causes of instability as identified in the Peacebuilding Building Priority Plan. The support suggested will include support to national authorities to implement some the outcome recommendations of the national conference on impunity and human rights. Support will also include facilitating meetings between members of the Commission and experts who have gone through similar processes in selected countries (the Commission has identified South Africa, Rwanda, Timor Leste and Cote d'Ivoire as case studies of interest). This would also equip the Commission to assess whether offers of assistance fit within their own process design and could be an added value.

- **Gender and stakeholder gaps** - Preparations for the validation phase will correct deficits in the gender and other stakeholders' perspectives in the thematic areas, quality of gender participation, including support for women delegates prior to the validation phase and national conference. The proposed intervention will enable underrepresented groups, in particular youth, women and national development non-governmental and community based organizations and networks to engage with all stages of the National Dialogue process.

Target groups

Broad segments of society, women, young people, military and security forces, local leadership and civil society/NGOs

Geographical scope: Guinea-Bissau

Focus of support

Good offices, national consultations, training and capacity building, technical assistance to the commission, communication strategy and campaign, women and youth participation support.

Implementation

The implementation of the two components will follow a three step logic, which allows for appropriate risk management. The bulk of the support to the process will come after an initial phase (Step 1) and a thorough assessment (step 2) in which the progress towards

the benchmarks, identified on page 16, as well as the capacity and momentum of the Commission will be evaluated. Based on the assessment, step 3 will go ahead, not go ahead, or be modified according to circumstance and progress. PBSO and DPA will be invited to participate in the assessment.

Table 2

	Step 1: PREPARATION (3 months)	Step 2: ASSESSMENT (2 weeks)	Step 3: ROLL OUT (6 months)
Component 1	Intra and inter party dialogue and good offices	Assessment after three months Have the benchmarks on page 16 for progress in component 1 been achieved?	Continuation of good offices
Component 2	Technical Support and managerial capacity to Commission Validation phase pilot as part of technical support Communication campaign is part of the pilot	Workshop with Commission to assess whether conditions to go ahead with the implementation of the national conference are sufficient. Has validation phase produced draft agenda for national conference? Revision of viability of conference operational strategy.	Implementation of validation phase Development of activities/strategies for the national conference. Development of recommendations to the National Conference

To ensure a highly participatory process that includes active agents for positive change (NGO's, CSOs, media actors etc.) with a strong outreach across all regions of Guinea-Bissau, the implementation approach is focused on interactive national consultations in all regions, strengthening the capacity of the Organising Commission to effectively design and implement a methodological strategy for a consultative validation process that ensures broad participation of all sectors of society, and to effectively implement a broad nation-wide communication campaign mobilizing participation in and support to the National Conference process and its results.

2) Budget:

Table 3: Project Output/Activity Budget

Inter and intra-party relations that enable a conducive institutional environment for a. Parliament to complete the term of the legislature, b. Government to implement its development strategy following up on Brussels roundtable commitments, and c. preparations for the National Conference "Paths to Peace and Development" TOTAL 160,000 USD				
<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO (USD)</i>	<i>UN budget category (see table below for list of categories)</i>	<i>Any remarks (e.g. on types of inputs provided or budget justification)</i>
Output 1.1	Mediation group constituted and deployed	90,000	1 and 5	Estimate TBC for travel accommodation and salary of mediators
Output 1.2	Mediation strategy developed and implemented	25,000	2 and 4	Estimate TBC for workshops including venue cost
Output 1.3	Technical support team established and functioning	45,000	1 and 5	Estimate TBC for travel, accommodation and salary for technical support team

Strengthened capacities that enable the Organising Commission to effectively implement the preparations for the National Conference TOTAL 420,000				
<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO</i>	<i>UN budget category (see table below for list of categories)</i>	<i>Any remarks (e.g. on types of inputs provided or budget justification)</i>
Output 2.1	Technical Capacity of OC enhanced	66,000+22,000+22,000+60000+15000+7500+7500 = 200,000	6	Calculation made by INEP budget experts. Detailed budget available upon request
Output 2.2	Benchmark assessment workshop held and enables Organizing Commission to readjust course depending on political environment	15,000+25000 = 40,000	6	Calculation made by INEP budget experts. Detailed budget available upon request
Output 2.3	Regional Validation of Capitalization Report carried out in 7 regions (6+1)	130,000	6	Calculation made by INEP budget experts. Detailed budget available upon request
Output 2.4	National Conference Inception Report prepared	20,000+30,000 = 50,000	6	Calculation made by INEP budget experts. Detailed budget available upon request

Broadened national ownership over the National Conference process ensuring the active and inclusive participation of Bissau Guineans in the different sectors of state and society TOTAL 491,000				
<i>Output number</i>	<i>Output names</i>	<i>Output budget by RUNO</i>	<i>UN budget category (see table below for list of categories)</i>	<i>Any remarks (e.g. on types of inputs provided or budget justification)</i>
Output 3.1	The different sectors of Bissau Guinean society are effectively engaged in the Validation process.	84,000+25000+25000+40000+30000+25000 = 229,000	6	Calculation made by INEP budget experts. Detailed budget available upon request
Output 3.2	National Public Opinion Awareness Campaign and Communications Strategy implemented	137,000+100,000+25,000 = 262,000	6	Calculation made by INEP budget experts. Detailed budget available upon request
TOTAL	1,071,000 USD			

Table 4: Project budget by UN categories

CATEGORIES	Amount Recipient Agency UNIOGBIS	TOTAL (USD)
1. Staff and other personnel	45,000	45,000
2. Supplies, Commodities, Materials	25,000	25,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	0	0
4. Contractual services	0	0
5. Travel (including M&E missions)	110,972	110,972
6. Transfers and Grants to Counterparts	911,000	911,000
7. General Operating and other Direct Costs	0	0
Sub-Total Project Costs	1,091,972	1,091,972
8. Indirect Support Costs*	76,438	76,438
TOTAL	1,168,410	1,168,410

* 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.

3) Capacity of RUNO(s) and implementing partners:

Table 5: Overview of RUNO funding in the country				
	RUNO I:	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year 2015	UNIOGBIS	Regular budget UN special political mission (RBB)	21,124,100	n/a
Current calendar year 2016	UNIOGBIS	Regular budget UN special political mission (RBB)	20,070,700	n/a

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

The main implementing partner for this project is the Organizing Commission for the National Conference. Other partners will be drawn upon as needed, including Interpeace, Voz di Paz and INEP (Portuguese acronym for Instituto Nacional de Estudos e Pesquisas).

III. Management and coordination

1) Project management:

The project's funds will be managed with the support of UNIOGBIS Mission Support. The Political Affairs Section (PAS) will be responsible for the overall implementation of the project.

PAS, in close collaboration with partners namely the Organizing Commission and other partners, will take the responsibility to lead and daily manage the project implementation and will act as a focal point for the overall project. PAS will be responsible for supporting the implementation of the project activities, financial management and operations in accordance with the Mission's rules and procedures and based on an annual work plan to be approved by the PBF Executive Committee.

2) Risk management:

Table 6 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Political stalemate between sovereignty organs continues	High	High	Inter and intraparty dialogue and other good offices of the SRSG and mediation by other regional and international partners and committed national stakeholders.
Dismissal of the National Assembly and dissolving of Organizing Commission	Medium	High	Inter and Intraparty dialogue and other good offices of the SRSG and mediation by other regional and international partners and committed national stakeholders
Military intervention in politics	Medium	High	ECOMIB presence and possibility of preventive action and high verbal alerts against political motivated violence
Delays in the Organizing Commission's work due to lack of implementation and absorption capacity, the freezing or suspension of funding or the loss of representation or capacity through the resignation of individual members compromising the functioning of the Commission.	Medium	Medium	Strong and visible support of commission by international partners, PBF/catalytic funding: Immediate fund disbursement and project start
Lack of broad national ownership and national appropriation of the dialogue and reconciliation process.	High	High	More promotion of political dialogue through engagement of political leadership; stimulated by the international community, the international and regional donors, and finance institutions.

Risk Management Strategy

The political environment in Guinea-Bissau is unpredictable and unstable. The highest immediate risk to the project implementation is that the third phase (the support to the preparations for the National Conference) cannot be launched because of either lack of high level political buy-in, on which the National Conference depends to be a success, or further political instability leading to the dismissal of the National Assembly and therefore the dissolving of the Organizing Commission. In order to avoid large sunk costs upfront, the project is sequenced so that the support to the inter – and intraparty dialogue comes early in the project and the bulk of the larger investment for the National Conference preparations will only be triggered pending progress on the high level political front, according to clearly defined benchmarks, with a limited amount invested during step 1, component 2, for capacity building, strategy development, and piloting.

However, it merits mention that the project is in and of itself a mitigating mechanism to overcome the current political stalemate and avoid future instability. The generation of political momentum around the need to engage in serious discussions to overcome the challenges the country faces for reconciliation and development will constitute a political incentive for traditional elites to assume more constructive attitudes and move on from the current stalemate. The risks undertaken in this project therefore need to be calculated against those resulting from a passive attitude allowing the political crisis to run its own course, which are higher. The project therefore intends to navigate the complicated political environment through a strategy that generates political momentum towards a constructive resolution of the current stalemate both at the elite and wider social level. This will be achieved mitigating exposure to risk through mechanisms that ensure opportune evaluation of political conditions with the possibility of freezing project implementation if necessary.

A threefold strategy is planned to manage the high number of external risks to the project implementation by 1) Diligently implementing the mitigations described in table 6; 2) Sequencing the project so that the third phase of the project, in support of the work to organize a national Conference, is only triggered according to benchmarks described below; and 3). The implementation of an active monitoring and evaluation mechanism.

	Benchmark	Comments/Status
Benchmarks for triggering of the third step of the project, (roll out of full implementation of support to the preparations for the National Conference)	The budget of the government is approved	The budget had been tabled for the next debate of the ANP and is yet to be debated, pending the resumption of the current session
	The judicial decisions at the highest instance are respected	The Supreme Court is expected to be called upon to solve the legal disputes in the current political crisis
	Political solutions are found within the framework of the institutions and the law	There is ongoing good offices and mediation by the United Nations, ECOWAS and other partners

3) Monitoring & Evaluation:

The project manager (UNIOGBIS PAS), in close collaboration with its implementing partners, will prepare a detailed work plan and a corresponding M&E plan. The M&E plan will include regular monitoring activities, to be conducted jointly with project partners. The assessment step of the project (step 2) is an integral part of the monitoring and evaluation of the project. It will be undertaken with the participation of PBSO and DPA. This assessment step will also feed into the half year report and evaluation report, undertaken by an externally hired consultant. The final report, at the end of the project implementation, will be produced by UNIOGBIS.

The project manager will be overall responsible for data collection from the project activities in close consultation with partners. Reports will be shared with the PBF Technical Review Group before submission to the Executive Committee.

4) Administrative arrangements

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 narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial

accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

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

- Bi-annual progress reports to be provided no later than 15 July;
- Annual and final narrative 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;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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

Annex B – PRF Project Results Framework

Country name: Guinea-Bissau									
Project Effective Dates: 2016									
Brief Theory of Change: If an agreement is facilitated between rival factions that enables overcoming the current political disarray and stalemate, then inter-institutional collaboration between sovereignty organs will resume and governance conditions be improved; and if inter-institutional collaboration between sovereignty organs resumes and governance conditions improve, then implementation of the National Conference is enabled and its findings and recommendations can be channelled into the political system.									
Outcomes	Outputs	Indicators		Means of Verification		Year 1	Year 2	Milestones	
Outcome Statement 1: Inter- and intra-party relations that enable a conducive institutional environment for a. Parliament to complete the term of the legislature, b. Government to implement its development strategy following up on Brussels roundtable commitments, and c. preparations for the National Conference "Paths to Peace and Development".		Outcome Indicator 1 a Political stalemate in parliament de-blocked		Political Affairs Section analysis Minutes of Parliamentary Proceedings		X		Approval of Government budget	
		Outcome Indicator 1 b Implementation of Government development strategy resumes		Project agreements Bilateral declarations News		x		Signature of a significant number of concrete development programs with Brussels roundtable donors	
		Outcome Indicator 1 c Plans for National Conference "Paths to Peace and Development" approved by Honorary Committee		Presence at honorary committee meeting		x		Inception report for national conference completed Honorary Committee convened	
	Output 1.1 Mediation group constituted and deployed	Output Indicator 1.1.1 Proposed mediators accept invitation to constitute Group Baseline: Names of proposed mediators under development and no mediators have been approached Target: 3-5 main mediators		Acceptance letters		x		Invitations sent	

Output 1.2 Mediation strategy developed and implemented	Output Indicator 1.1.2 National stakeholders accept Mediation Group offices Baseline: National stakeholders have not been approached Target: All institutions of organs of sovereignty	Presence at consultation meetings	x						Consultation meetings held through good offices mandate
	Output Indicator 1.1.3 Dates for visits agreed and logistics prepared Baseline: No dates or logistics planned Target: April 2016		x						Tickets purchased Venue booked Schedule agreed
	Output Indicator 1.2.1 Inception workshop with Mediation Group delivered Baseline: Mediation group will consist of highly qualified individuals Target: 1 workshop	Presence at workshop	x						Date for workshop set Draft mediation strategy developed by technical team
	Output Indicator 1.2.2 Meetings scheduled and arranged Baseline: No meeting dates have been discussed Target: 5 meetings Output Indicator 1.2.3 Baseline: Target:	Technical assistance team will do scheduling	x	x					Invitations to meetings sent out
Output 1.3	Output Indicator 1.3.1		x	x					Draft budget

Organising Commission enhanced	Baseline: no training on leadership has taken place Target: one 3-day workshop																		program and experts agreed Invitations sent Logistics in place
	Output Indicator 2.1.2 Peacebuilding and Reconciliation models workshop delivered																		Date established Workshop program and experts agreed Invitations sent Logistics in place
	Baseline: no training has taken place Target: one 3-day workshop																		Date established Workshop program and experts agreed Invitations sent Logistics in place
	Output Indicator 2.1.3 National Dialogue process in Practice workshop delivered																		Date established Workshop program and experts agreed Invitations sent Logistics in place
	Baseline: no training has taken place Target: one 3-day workshop																		Date established Workshop program and experts agreed Invitations sent Logistics in place
Output 2.2 Strategic Review (benchmark assessment) workshop held and enables Organizing Commission to readjust course depending on political environment	Output Indicator 2.1.1																		Component 1 Step 1 completed Workshop program and experts agreed Invitations sent Logistics in place
	Baseline: political stalemate Target: one 2-day workshop and Strategic Review document																		Component 1 Step 1 completed Workshop program and experts agreed Invitations sent Logistics in place
Output 2.2 Regional Validation of Capitalization Report carried out in 7 regions (6+1)	Strategic Review Report																		Component 1 Step 1 completed Workshop program and experts agreed Invitations sent Logistics in place
	Output Indicator 2.2.1 Operational Plan and Budget Document for Validation phase developed by relevant sub-commissions and validated by Organising Commission																		Component 1 Step 1 completed Workshop program and experts agreed Invitations sent Logistics in place
	Baseline: no detailed operational plan exists Target: one integrated																		Component 1 Step 1 completed Workshop program and experts agreed Invitations sent Logistics in place

