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

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

United Nations
Peacebuilding

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| **Country (ies):** Republic of The Gambia |
| **Project Title:** STRENGTHENING INCLUSIVE CITIZEN ENGAGEMENT FOR MORE ACCOUNTABLE GOVERNANCE IN THE GAMBIA. <br> **Project Number from MPTF-O Gateway (if existing project):** |

| PBF project modality: <br> ☐ IRF <br> ☒ PRF | If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <br> ☐ Country Trust Fund <br> ☐ Regional Trust Fund <br> **Name of Recipient Fund:** |
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| **List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc.):** UNDP/UNICEF <br><br> **List additional implementing partners, Governmental and non-Governmental:** <br> **UNDP:** Department of Strategic Policy & Delivery (DSPD) under Office of the President (OP), Inter-Party Committee (IPC), Anti-Corruption Coalition- (Gambia), Gambia Press Union, The Association of Non-Governmental Organizations (TANGO), ActionAid International The Gambia. <br> **UNICEF:** National Council for Civic Education (NCCE), The National Youth Council, Ministry of Women, Children and Social Welfare, Department of Community Development, Ministry of Secondary and Basic Education. |
| **Expected project commencement date[1]:** January 2020 <br> **Project duration in months:[2]** 24 months <br> **Geographic zones (within the country) for project implementation:** 4 Local Area Councils in the Gambia (i.e. KMC, URR, LRR and CRR) |
| **Does the project fall under one of the specific PBF priority windows below? No** <br> ☐ Gender promotion initiative <br> ☐ Youth promotion initiative <br> ☐ Transition from UN or regional peacekeeping or special political missions <br> ☐ Cross-border or regional project |
| **Total PBF approved project budget\* (by recipient organization):** <br> **UNDP:** $ 1,200,000 <br> **UNICEF:** $ 450,000 <br> **TOTAL:** $1,650,000. <br> *\*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. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.* <br><br> Any other existing funding for the project (amount and source): |

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[1] Note: actual commencement date will be the date of first funds transfer.
[2] Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

| PBF 1st tranche (70%): | PBF 2nd tranche* (30%): | PBF 3rd tranche* (_%): |
|---|---|---|
| UNDP: $ 839,997.51 | UNDP: $ 359,999.93 | XXXX: $ XXXXXX |
| UNICEF: $ 315,000.04 | UNICEF: $ 135,000.02 | XXXX: $ XXXXXX |
| | | Total: |
| **Total: US$ 1,154,997.55** | **Total: US$ 494,999.95** | |

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

The project is time sensitive as it will not only support the on-going efforts of the country's transition from an autocratic to democratic governance, but will aspires to facilitate more transparent and inclusive exchanges between rights holders and duty bearers with a view to improve performance, transparency and accountability amongst public sector leadership as well as strengthen dialogue of political parties and actors to avoid further political polarization.

Among the rights holders, the intervention targets not only adults and youth but also places a specific accent on children as an important group that should be engaged as early as possible to prepare them for better participation towards building a new culture based on good governance in the Gambia.

The project approach is innovative in its work with the Inter-Party Committee (IPC) in a strictly non-partisan and inclusive way that brings all parties together in an institutionalized organization managed by the leadership of political parties and their commitment with the help of professional staff. The project also introduces the Open Government concept within The Gambia as a means of ensuring greater engagement and accountability between national leadership and population at large.

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists, including whether civil society and target communities were consulted and how:**

Consultation with Government and Non-Governmental Implementing Partners including the Office of the President (OP), Inter-Party Committee (IPC), The Association of Non-Governmental Organizations (TANGO), Action Aid International, Anti-Corruption Coalition (Gambia), Gambia Press Union, National Council for Civic Education (NCCE), Ministry of Women, Children and Social Welfare (MoWCSW), Department of Community Development, Ministry of Basic and Secondary Education (MoBSE) was carried out during the project conceptualization stage to determine the proposed interventions, focus areas and locations.

The project is the outcome of an engagement and consultations with the implementing partners. At the inception stage of the proposal development, exclusive brainstorming sessions were organized with each of the implementing partner to discuss ideas and thoughts on citizen engagement, transparency and accountable governance. On 24th September 2019, UNDP/UNICEF held a stakeholder's meeting on PBF support to the Governance and Leadership project. The meeting was to validate activities of implementing partners and address initial comments raised by PBF and UNOWAS on the draft proposal. All the identified implementing partners made inputs to the proposal. As part of on-going review of PBF projects; the concept note, and project document were reviewed by the PBF technical team and endorsed by UNCT. In addition, the project builds on experiences and expertise amongst the partners involved in doing similar work in other areas in The Gambia and beyond.

**Project Gender Marker score: 2___[3]**
Specify **(31%- and $518,322.55) 45 %** and **$ 745,660** of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment:

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[3] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)
**Score 2** for projects that have gender equality as a significant objective and allocate at least 30% of the total project budget to GEWE
**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

**Project Risk Marker score:  1  [4]**

**Select PBF Focus Areas** which best summarizes the focus of the project *(select ONLY one)*; (2.2) **Democratic Governance** [5]

**The UNDAF outcome(s) to which the project contributes is:** Outcome 1.2: Governance and Human Rights: By 2021 Institutional reform implemented to ensure rule of law and guarantee the protection of human rights of all including access to justice, gender equality, access to basic services and democratic participation in decision -making process.

**The Sustainable Development Goal to which the project contributes is** SDG 16: Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. It also contributes to SDG 17 which promotes partnership for development by bringing the government, the CSOs including the IPC and the media to work together to improve the governance and accountability system of the country.

| Type of submission: | If it is a project amendment, select all changes that apply and provide a brief justification: |
|---|---|
| ☒ **New project** <br> ☐ **Project amendment** | **Extension of duration:** ☐ Additional duration in months (number of months and new end date): <br> **Change of project outcome/ scope:** ☐ <br> **Change of budget allocation between outcomes or budget categories of more than 15%:** ☐ <br> **Additional PBF budget:** ☐ Additional amount by recipient organization: USD XXXXX <br><br> **Brief justification for amendment:** <br> *Note: If this is an amendment, show any changes to the project document in RED colour or in* <br> *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.* |

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[4] **Risk marker 0** = low risk to achieving outcomes
**Risk marker 1** = medium risk to achieving outcomes
**Risk marker 2** = high risk to achieving outcomes
[5] **PBF Focus Areas** are:
(1.1) SSR, (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 (including PBF Secretariats)
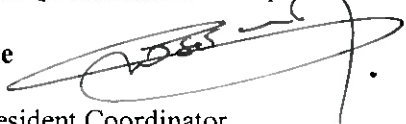
## PROJECT SIGNATURES:

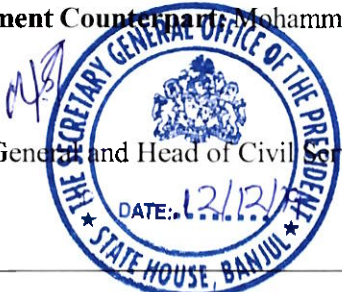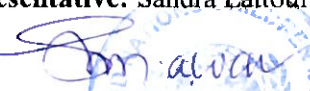| Recipient Organization(s)[6] UNDP Gambia | Representative of National Authorities |
|---|---|
| Name of Representative: Aissata De | Name of Government Counterpart: Mohammed B.S. Jallow |
| Signature | Signature |
| Name of Agency: UNDP | Title: Secretary General and Head of Civil Service |
| Date & Seal: | Date & Seal   DATE: 12/12/ |
| **Recipient Organization(s) UNICEF Gambia** | |
| Name of Representative: Sandra Lattouf | |
| Signature   FOR | |
| Name of Agency. UNICEF | |
| Date & Seal | |
| **Head of UN Country Team** | **Peacebuilding Support Office (PBSO)** |
| Name of Representative: Seraphine Wakana | Name of Representative: Oscar Fernandez-Taranco |
| Signature | Signature
Assistant Secretary-General, Peacebuilding Support Office |
| Title: Resident Coordinator | |
| Date & Seal | Date& Seal |

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[6] Please include a separate signature block for each direct recipient organization under this project.

# I.  Peacebuilding Context and Rationale for PBF support (4 pages max)

a) A brief summary of **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of 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.

In January 2017, a historic change of government in The Gambia was ushered through the ballot. The "New Gambia", under the leadership of President Adama Barrow and a coalition-led government, along with the support of development partners, have made considerable progress toward restoring democratic governance. Advancing initiatives under the National Development Plan (NDP) 2018-2021, reforming key democratic institutions such as the Truth, Reconciliation and Reparations Commission, Constitutional Review Commission, National Human Rights Commission and the Security Sector Reform Program, Review of the Criminal Code, Media Reform and re-establishing the rights and freedoms of Gambian citizens, are amongst the many gains thus far achieved.

However, the transitional period has not been all smooth. A legacy of institutional dysfunction, overly centralized governance with limited participation and accountability, continue to fuel division, fear and ethnic politicization. These established and dysfunctional patterns of governance and social relations continue to heavily rely on the strategies of influential political actors which is gradually eroding Gambia's long-standing reputation of inter-ethnic and inter-religious harmony and solidarity. Such divisions between political operatives and the citizens continue to shape relationships and have intensified the tensions identified in the 2018 and the updated 2019 Conflict and Development Analysis (CDA). As such, a surge of old and unresolved issues (e.g. land disputes), have been exacerbated by emerging tensions and conflict drivers, such as the influx of migrant returnees; yet many institutions have not been adequately prepared to deal with this, or are simply outdated with respect to the policies, infrastructure, or instruments necessary to tackle the myriad of obstacles. The result is a shaky sense of trust and confidence that characterize the state-society relationship.

The 2019 CDA report identifies key challenges to good democratic governance and social cohesion, including the lack of responsive, accountable state and an informed citizenry; it recommended urgency by all actors, both in the public and private sectors, to address the series of structural, attitudinal, behavioral, and relational issues as an appropriate strategy towards transforming the legacies of the former autocratic regime. This requires a dedicated attention by all actors to ensure strong communication, relationship-building, and dialogue across sectoral lines.

As The Gambia transition into democracy, the hope of its citizens for good governance and democratic dividends has increased alongside increased demand on the democratic leadership to deepen its trust, credibility and accountability which were absent during the 22 years of dictatorial rule. The 2019 CDA also identifies lack of accountability and weak leadership as conflict drivers; borne out of the absence of effective channels of communication between the citizens and government authorities; which undermines citizens' ability to interrogate public policy and hold public sector leadership accountable for development results. The extent of this weakness in the channel of communication is exemplified by the lack of or limited knowledge amongst citizens and public sector officials on the content of the NDP and regional strategic plans.

Leadership refers to the ability of the elected and appointed national and regional leaders to identify the needed change and to create and support a national vision to guide this change democratically; leading through example, identifying talents and capacity to implement change and encouraging the population especially through difficult processes. Such transformational leadership has as its core tenet both financial and process accountability. Ensuring transparency of decision making and providing feedback to the population as to decisions made and funds expended; what informed these final

decisions/expenditures and providing feedback to vision implementation is key to democratic accountability. However, such a feedback loop is still embryonic and weak in The Gambia.

The 2019 CDA specifically identifies the lack of leadership and accountability as conflict drivers, further demonstrated by rising perception of corruption, perceived nepotism and discrimination amongst stakeholders. The CDA clearly articulated instances where corruption has also reinforced the way that Gambians perceive the rise in ethnic tensions and 'ethno-politics' in the post-authoritarian context. Corrupt behaviors range from passivity with the enforcement duties of local officials who are unable to account for why factories are able to operate without proper licensing, and security forces have been reported as coercing travelers to buy 'laissez passer' if they cannot produce their Identification Cards[7] .Moreover, clashes over discrimination have come to a head between members of higher and lower caste system, as was seen in the Upper River Region quite recently. These have led to instances of violence and arrests, as upper caste members respond to lower caste members who have begun to exert their legal rights, under the constitution and local acts, for example, to participate in local politics or hold positions in the Village Development Committees. As a result, corrupt or discriminatory behaviors on the part of public officials reinforces perceptions of ethnic or tribal favoritism[8]. This has diminished confidence and trust accorded to authorities, who are accused of focusing on personal gains, rather than making decisions that elevate public interest. This is particularly acute with the licensing of extractive industries, which have resulted in an outcry over environmental and related economic damage, that, in some cases, have been linked to violence. The 2019 CDA also reveals that several conflict-related drivers such as land disputes, and national identity are interconnected and linked with the lack of government credibility and accountability either directly or indirectly. Similarly, the 2019 June edition of the 'snapshot SDGs in Crisis[9]: emerging finding of the Voluntary National Review (VNR) of SDGs implementation in fragile and crisis settings', highlighted Government leadership and institutional capacity gaps as challenges to coordinate, plan, communicate and implement the 2030 Agenda. The VNR recommended reinforced technical capacity in the public sector especially at the national, sub-national and local levels.

The public is particularly sensitive to perceptions of corruption due to the hangover from the common practices of the past regime and the public's expectation that The New Gambia address these issues with a new leaf. Recent revelations have exposed the extent of corruption during President Yahya Jammeh's 22- year rule. The Jammeh Commission established to investigate the financial dealings of former regime has revealed huge misappropriation of public funds amidst the absence of an institutional mechanisms to deal with graft. The Gambia has an Ombudsman Office, which is not equipped to deal with graft cases, while the National Anti-Corruption Commission Bill has been validated since 2017, but is yet to be enacted into law. The Access to Information Bill continues in its draft form, efforts to get both laws enacted remains a challenge.

Coalition on Anti-Corruption (Gambia), a network of CSOs currently pushing the anti-corruption agenda forward through a recently produced report on the 'Public Perception on Corruption and Corrupt Practices in The Gambia'; which is guiding the Coalition's strategic intervention. The Coalition has also concluded a 6 weeks nationwide sensitization and Round Table Discussion with stakeholders. Infact, the office of the Ombudsman only deals with administrative complaints rather than corruption related issues. Even though cases of corruption are prosecuted in court and findings from Commissions revealed act of corruption, no punitive measure has been taken. In the Gambia, corruption is also evident within the extractive industry. Ideally, while the Extractive Industries Transparency Initiative (EITI) is widely practice across the globe, knowledge about this global standard designed to promote open and accountable management of mineral resources is limited largely because The Gambia has not ratified the treaty. Notwithstanding these standards, the Chinese Infinity New Energy Enterprise (INEE) company operated without government specific knowledge of its alleged polluting activities. Similar

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[7] See 2019 Conflict and Development Analysis (CDA), The Gambia; pp27
[8] Ibid pp27.
[9] See Laurel Patterson, Team Leader ai. SDG Integration. Accessible at Laurel.paterson@undp.org

incidences occur about sand mining or fishing manifested by the Faraba incident with no regards to environmental standards.

The UN Country Team in collaboration with the United Nations Office for West Africa and the Sahel (UNOWAS), and the United Nations Economic Commission for Africa (UNECA) already organized a series of Collaborative Leadership and Dialogue (CLD) Retreats in 2017 and 2018. These Dialogues created peer groupings of Cabinet Ministers, Permanent Secretaries, National Assembly Members, Members of the Inter-Party Committee, Civil Society Organisations and private sector; and provided a platform for dialogue between citizens and state actors intended to build trust and forge collaboration in their respective occupational domains. However, even though the agreed CLD 'Priorities for Action" continue to remain as a valuable outcome document; the absence of a responsible agency to track progress has derailed the implementation of the priorities for actions. The Directorate of Strategy, Policy and Delivery Unit (DSPD) in the Office of the President has now taken responsibility to drive the review and monitoring of the CLD Priorities for Action but needs further support to do this.

This leadership and dialogue deficit also affect political parties and civil society organization (CSOs) as well as young people. While political parties are prime actors in enhancing public accountability between citizens and the state, their effectiveness depends on their ability to exchange with their constituents either directly or through the medium of CSOs. Ideally, political parties are the key mechanisms that make the democratic chain of political delegation and accountability work as they are expected to represent citizens' interests and translate these into a policy agenda that responds to citizens' aspirations. As such, their aim is to influence policymaking and decision-making processes, whilst at the same time hold the government accountable on behalf of citizens and society.

In The Gambia, however, political parties continue to be personality driven rather than defining policy and political ideology for governance. The 2019 CDA report recognizes the unique role of the Inter-Party Committee (IPC) and its offshoot the Inter-Party Youth Committee (IPYC) representing the male and female youth of political parties. These Committees serves a as viable democratic institutions that coordinates inter-party relationships and serves as a dialogue forum amongst political parties. The IPYC is an established structure that caters for the aspirations of the youth wings of the registered political parties in The Gambia. It has quite recently demonstrated its ability in convening forums to engage young people in non-partisan debate and dialogue around issues of political violence prevention, tolerance, and peaceful party cohesion. Even though the UN and partners like ECOWAS continue to support the capacity building needs of the IPC, its ability to deliver on its mandate is still considerably constrained. Three years after its establishment, knowledge about the IPCs mandate, Code of Conduct and MOU signed amongst the leaders of the registered political parties amongst Gambian citizens and even political party operatives especially in the rural areas is negligible. The IPC lacks statutory mandate and dedicated funding to implement its strategies. Yet, if supported further, the IPC could serve as a model for championing more collaborative and meaningful intra and inter -party dialogue. It also has the potential to serve as an inclusive forum amongst the various political parties for the promotion of nationally recognized processes that could offer new perspective to promote gender parity in governance, political tolerance and election-related conflict prevention.

Another weakness of the political party mechanism in The Gambia is that women are grossly underrepresented in the internal structures of political parties, elective and nominative functions at all levels of central (i.e. cabinet level) and local Government including the National Assembly. According to The Gambia monograph report on women political participation commissioned by UNOWAS, UN-WOMEN in 2018, only 89 out of the 283 public service employees including Members of the National Assembly, National Commissions, Civil service and judiciary are women; and more specifically, only 5 out of the 58 National Assembly Members are women. Similarly, young people are very weakly represented in the political party structures and elected offices.

The leadership deficit highlighted above is also evident within civil society organizations in The Gambia. The role of CSOs in promoting civic responsibilities, attitudes and accountability is critical in the ongoing process of reconstituting a healthy state-society relation, as well as good governance and

democratic practices. Unfortunately, over two years into the transition to democratic consolidation in The Gambia, The Association of Non-Governmental Organizations (TANGO), an umbrella organization of CSOs/NGOs; established in 1989 has been ill equipped to either provide a platform or institutional arrangements to facilitate regular and systematic coordination of civil society organizations. This has resulted in not only poor coordination, uneven response, overlap and duplication of efforts and unnecessary competition for the meager financial resources among the NGO/CSO community, but also continues to undermine the CSO ability to raise awareness on civic rights and responsibilities, interrogate public policies, and hold public sector authorities accountable for development results. Ideally, the departure of President Jammeh, has not only opened the space for civic awareness on citizens' rights and responsibility, but has also created the congenial atmosphere for NGO/CSOs to hold duty bearer's accountability for their stewardship.

The accountability and leadership deficit also affect children and adolescents. The Conflict Analysis of The Gambia for Peacebuilding Education and Advocacy conducted by UNICEF in 2017, points out that 10% of respondents identified governance deficiencies as conflict driver. This governance incapacity, lack of transparency, and corruption shape the young people's view of the country and limit their role as a citizen, here defined between the ages of 10-24. Young people experience a country unable to respond to their needs and this leads to disengagement and frustration. To tackle this issue, the project aims at improving leadership and accountability of governance structures from different angles.

From a bottom-up approach (the focus of outcome 3) the development of civic competences - knowledge, skills, attitudes and values that enable an individual to actively participate in the society and follow democratic principles – is a prerequisite for the active, democratic and civic engagement of people in their societies, and is key ingredient for achieving social justice. The project will also help actualize children and adolescents' role in the country's transformation by linking them to platforms and opportunities to allow them to engage with decision-makers at the community and national level.

Currently, In the Gambia, young people, as well as members of community structures, lack the capacities and the tools to peacefully engage with governance institutions to influence policy decisions and demand accountability for their rights but if supported and empowered they could be key actors in creating a society in which good governance and accountability are mainstreamed. Civic education is the key to provide them with the tools to face continuous changes, take decisions without external influence of the means of communication, select information and be aware of the necessity to grant a peaceful coexistence and fight for equal rights.

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While existing PBF portfolios in the Gambia continue to respond to the post transitional challenges of transitional justice mechanism, land conflict, returning migrants, security sector reform and stimulating the participation of youth and women in the decision-making processes; there is no interventions designed to address the lack of inclusive engagements between rights holders and duty bearers; and its resultant impact of improving performance towards, transparency and accountability with a view to strengthen governance mechanism and processes in The Gambia.

This project is built on the results of existing PBF projects with a view to forge synergy and complementarity of efforts that promote interaction between duty bearers and rights holders at both the central and local levels. promote the participation of women and youth in decision making processes and strengthen national and community structures in furtherance of deepening transparency and accountability in public policy.

**a)    A brief description of how the project aligns with/ supports existing Governmental and UN strategic frameworks, how it ensures national ownership and how the project builds on any previous phase of PBF support and/or any concrete lessons learned.**

Consolidation of the governance architecture in The Gambia is still at its nascent stage. Nevertheless, the 1st strategic priority of The Gambia's National Development Plan (NDP) 2018-2021 is "Restoring

good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance"; which highlights the importance of an efficient public sector that is responsive to the aspiration of its citizens. This aligns with the overall UN political and programmatic focus as outlined in the UNDAF Strategic Result 1; Governance, Economic Management and Human Rights with a specific outcome related to Governance and Human Rights. The SRSG (UNOWAS) is leading UN's political engagement in the country with quarterly engagement of political leadership at the highest level; done through the SRSG's good offices by regular meetings with key political leaders including the President reflecting on national issues of concerns and peace and unity messaging targeted at the national leadership. The SRSGs vision is to ensure national social cohesion and respect for the rule of law as prerequisite for the peaceful conduct of the 2021 multi-tier elections. There are on-going efforts by UNOWAS, SRSG and the Office of the Resident Coordinator through the Insiders Mediators Forum initiative, which advocates for entrenchment of the principles of democratic governance especially citizen participation, transparency, human rights and accountability. More importantly, UNOWAS support to the political party's component of the project will be channeled through the Peace and Development Advisor's analysis and assessment, as well as advisory and technical support to the intra and inter party dialogue sessions including capacity building of the Inter-Party Committee.

The design of this proposal complements the on-going UN political engagements that aims to deepen good governance and the consolidation of peace. UN political engagement in The Gambia aims to foster a culture of participatory and collaborative governance based on principles of human rights and accountability. In order to achieve this, the various layers of leadership within the public service, political and civic sphere needs space and mechanism for consensus building and accountability. The proposal also aligns with the 2nd UNDAF Strategic Priority "Human Capital Development" which covers key human development thematic area including education, health, social protection, gender and youth.

b) A **summary of existing interventions** in the proposal's sector by filling out the table below.

| Project name (duration) | Donor and budget | Project focus | Difference from/ complementarity to current proposal |
|---|---|---|---|
| Support to the establishment of the Department of Strategic Policy & Delivery in the Office of the President Nov 2017-Dec 2019 | USD – 500,000 PBF | Contribute towards addressing gaps in the policy development continuum as well as ensure coordinated strategic decision making at the highest levels that will help to reinforce national leadership and ownership of the formulation and implementation of development policies. | This project will complement the on-going establishment of the Department of Strategic Policy & Delivery in addressing policy gaps, coordinating strategic decision making at the highest levels to reinforce national leadership and ownership of the formulation and implementation of development policies and the management of the performance tracking of public service leadership. |
| Consolidating Democratic Governance for Development in The Gambia (January-December 2019) | UNDP Core Funding US$ 829,142 | Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance thereby enabling electoral institutions to perform core functions for improved accountability, participation and representation; Strengthened | The difference between the core UNDP Governance portfolio and the new PBF proposal is that while the former focus on institutional strengthening, the latter is exclusively designed to create space for dialogue and civic engagement and deepen the accountability of duty bearers. |

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| | | operational capacities of oversight and accountability institutions to actively engage in the public sphere. | |
| Building capacities of regional decentralized structures in Lower River Region (LRR) and Upper River Region (URR) 2018-2020. | UNDP/UNICEF core funding. USD-250,000 (UNDP) | Building the capacities of regional structures and ensuring that regional decentralized structures are provided with the capacity, guidance, tools and resources to effectively participate in governance and accountability in the delivery of public services as the basis for community ownership and sustainability of programme. | The project will complement UNDP and UNICEF joint initiative in building the capacities of regional decentralized structures to effectively participate in governance and accountability in the delivery of public services. The project objective will be achieved through town hall meeting and media accountability engagements. |
| Increased Women and Youth participation in decision-making processes and as agents of community conflict prevention. | PBF USD 1,300,000 (UNFPA/UNICEF) | Project outcomes: Youth and women participate in decision-making and early warning processes with a National and local leader, including elected representatives at the national, regional and community levels that promote peace, inclusiveness and national ownership. . | This project will complement initiatives the Women and Youth project by striving towards increasing women and youth participation in decision-making processes whereas the Governance and Leadership project will advance the affirmative action of women's 30% and youth representation in governance and political process. |

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

A brief **description of the project content** – in a nutshell, what are the main results the project is trying to achieve, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- sensitive).

The Governance and Leadership project is designed to address the lack of inclusive engagements between rights holders and duty bearers; and its resultant impact of improving performance towards, transparency and accountability with a view to strengthen governance mechanism and processes in The Gambia. The project will also promote women and youth participation in decision making processes and strengthen national and community structures poise at deepening transparency and accountability in public policy. The project will facilitate transparency and inclusive dialogue and exchange between rights holders and duty bearers to improve performance, transparency and accountability with a view to decreasing citizens' and communities' frustration and misunderstanding of with the political processes and representatives. The project aspires to improve performance and accountability of Public service leadership, CSOs and media communication on public policy, and it intends to work with them through the Department of Strategic Policy & Delivery (DSPD) in the Office of the President to launch the Open Government Initiative (OGI).

 The aim of OGI is to bring the government closer to the people and the people closer to the government through dialogue. The objective of OGI is to promote platforms through which the Government (i.e. Cabinet Ministers, National Assembly Members, Inter-Party Committee Members and Permanent Secretaries and executors and Ministries, Department and Agencies) and the population directly interact, thereby enhancing transparency, accountability and the free flow of information in the process of the business of governance. Within the framework of this concept, the DSPD in consultation with

local government authorities will develop guidelines for the town hall dialogue sessions which will be aired live on Gambia Radio and Television Station (GTRS) the national broadcaster and community radios on thematic subjects. The above activity will be followed by the weekly radio/TV program, *"OGI Hour"* to be dubbed *"Have your say in governance"*, support to Government and media press briefings and installation of web-based and social media platforms to engage citizens on key issues contained in the National Development Plan.

The project will also strengthen Government coordination mechanisms for performance management through a series of tailor-made capacity building training for public service leadership on coordination, performance management, attitudinal and behavioral change and the NDP outcomes, outputs and activities to be conducted by the DSPD. This unit will develop a performance tracking tool to gauge the realization of the milestones of priority action by public service employees. The DSPD will also review and update the Collaborative Leadership and Dialogue (CLD) compacts and Priorities for Action signed by Cabinet Ministers, National Assembly, Inter-Party Committee Members and Permanent Secretaries and thereafter develop a monitoring framework in partnership with Civil society Organization to track progress on the implementation of priority actions.

The project will also strengthen the capacity of Non-state actors (i.e. NGOs and CSO) for meaningful national engagement through advocacy and scrutinizing of public policy. More specifically, while the CSO/NGO coalition will be supported to engage in upstream advocacy for the enactment and popularization of the Access to information Act and Anti-Corruption Act, at the downstream (regional and local levels), Action Aid International will be supported to produce a simplified version of the Regional Strategic Plans in the four (4) Local Councils; develop Citizen's Local Council Demand Charter; reformulate key messages into jingles using local dialect and aired in community radio stations; train Producers and Station Mangers of Community radios on the content of the strategic plans; and convene regional townhall and Media Accountability Engagement on the realization of outcomes and impacts of the regional strategic plans.

Under the second outcome, the capacities of Political Parties will be strengthened to facilitate dialogue and mediation efforts across party lines through interparty dialogue and community engagement sessions to improve communication amongst political parties and reduce interparty tension. This output will focus on building the capacity of the Members of the IPC and political party operatives on the facilitation of dialogue process and mediation efforts. This activity will lead to the development of promotional materials and guidance note at a workshop to produce jingles in local dialects and messages on political tolerance, non-violence and reconciliation ahead of the organization of inter-party dialogues on thematic subjects as the situation demands. The IPC will be supported to organize joint inter- party press releases/conferences on topical political developments to ease tensions and deepen reconciliation amongst political operatives. Similarly, so, the capacity of the youth and women's wing of political parties will be strengthened to champion inclusion and gender equality in elective positions. This output will lobby with political parties, national and local authorities for reaching a 30% quota for women representation in governance, organize regional inter party youth football matches, train potential women party candidates and assume public leadership positions and develop Political party women wing strategic plan and resource mobilization strategy.

Under the third outcome, the project will focus on civic education to engage children, adolescents and young people on governance systems to promote and sustain a society based on the active participation of the people, as citizens, in politics and civic life. In addition to that, the outcome will promote the children, adolescent and young people's engagement in platforms that amplify their voice to exercise their rights and assume their civic responsibilities for leadership and accountability. The project will support children networks and the Children National Assembly to play a key role to collect instances at community level, engage in a dialogue with national authorities, propose solutions and work alongside the governance institutions to implement them to keep them accountable.

Children networks are groups of young people in communities that participate in community social action like community cleaning activities. Their members also volunteer to support their communities

11

in developing small community infrastructures. Children National Assembly is a non-state platform, established in 2019, that gives children a voice in participation in decision-making regarding issues affecting young people and, more generally, community development. With PBF fund, the members of the Children National Assembly do activities in communities to raise awareness on Human Rights that benefit all the communities. These two structures, children networks and the children national assembly, as per their nature, will target out of school students and young people in their activities. Evidences show that one of the proven practices of civic education is the role of student voice in school governance but the project will also encourage young participation in local governance institutions, encouraging their interest in the management of public goods.

a) Provide a **project-level 'theory of change'** – i.e. explain the type of change envisaged by the project and how do you expect the project interventions to lead to results and why have these interventions been selected. What are the assumptions that the theory is based on?

**IF** the government leaders, public servants and institutions have improved technical and functional capacities and processes to engage and communicate with citizens on development issues as duty bearers, and

**IF** citizens including communities, civil society organizations, the private sector and the media have strengthened capacities to mobilize and advocate for their interests and needs and are empowered as rights holders to scrutinize and hold the governments to account, and

**IF** young people as key members of their communities have increased capacities to engage and participate in and decision-making processes and exercise their civic responsibilities.

**THEN** there will be more inclusive dialogue and exchange between citizens and political representatives and between different political representatives and improved transparency and accountability to the citizens on national development matters and transition priorities, leading to a better understanding by the citizens and less frustration and more responsive governance.

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

**Outcome 1: Improved transparency and accountability between Public service leadership and the population**

**Output 1.1: National platform for dialogue on public policies between Government and Citizens established and functional**

Under this output, the Department of Strategic Policy & Delivery (DSPD) in the Office of the President as coordination arm for relevant Ministries, Departments and Agencies, will facilitate the interaction between the Government and its citizens through the launch of the Open Government Initiative (OGI). The aim of OGI is to bring the government closer to the people and the people closer to the government through interactive dialogues. The objective of OGI is to promote platforms through which the Government (i.e. Cabinet Ministers, National Assembly Members, Inter-Party Committee Members and Permanent Secretaries and executors and Ministries, Department and Agencies) and the population directly interact, thereby enhancing transparency, accountability and the free flow of information in the process of the business of governance. OGI intends to bring elected and appointed officials to account to the population for actions taken on their behalf and to enable the Government to feel the pulse of the people and better understand their development needs and priorities. Within the framework of this concept, the DSPD will develop guidelines that will support the participation of women and youth in townhall dialogue sessions which will be aired live on Gambia Radio and Television Station (GTRS)

the national broadcaster and community radios on thematic subjects and conduct a. feedback survey to collect views and perceptions of the participants on the performance of the programme resulting to people-centered governance which will ensure the inclusivity of a variety of youths to deepen the principle of participatory democracy and trust in governance. The above activity will be followed by the weekly radio/TV program with women and youth as panelists, *"OGI Hour"* to be dubbed *"Have your say in Governance"*, support the installation of web-based and social media platforms to engage citizens on key issues contained in the National Development Plan. The strength of this initiative will be derived from the strong partnership between Government, the media and CSO in communicating to the citizenry in a politically impartial manner.

## Output 1.2: Strengthened Government coordination and accountability mechanisms for performance management of public sector leadership.

Under this output, the capacity of the Department of Strategic Policy & Delivery (DSPD) in the Office of the President will be built to strengthen accountability in the public service. This will be achieved through a series of tailor-made capacity building training targeted at the public service leadership on coordination, performance management, attitudinal and behavioral change and the NDP outcomes, outputs and activities. The Unit will also develop a performance tracking tool to gauge the realization of the milestones of priority action by public service employees especially when performance of development result would be tracked at the highest level of government. The DSPD will also review and update the Collaborative Leadership and Dialogue (CLD) compacts and Priorities for Action signed by Cabinet Ministers, National Assembly Members, Inter-Party Committee Members and Permanent Secretaries and thereafter develop a monitoring framework to track progress on the implementation of priority actions.

## Output 1.3: Capacities of Civil Society enhanced for meaningful national engagement and public scrutiny.

The output will strengthen the capacity of Non-state actors (i.e. NGOs and CSO) to engage in advocacy and scrutinize public policy to ensure increased accountability through training on project cycle management, proposal development, advocacy, networking, coordination and budget analysis. More specifically, while the CSO/NGO coalition will be supported to engage in upstream advocacy for the enactment popularization of the Freedom of information Act and Anti-Corruption Act, at the downstream (regional and local levels) they will be supported to produce a simplified version of the Regional Strategic Plans of the 7 Local Councils; develop Citizen's Local Council Demand Charter ; reformulate key messages into jingles using local dialect and aired in community radio stations; train Producers and Station Mangers of Community radios on the content of the strategic plans; and convene regional townhall and Media Accountability Engagement on the realization of outcomes and impacts of the regional strategic plans, and establish Anti-Corruption school clubs to help children, youth and the girl child inculcate the implications of graft on the individual and society.

## Outcome 2: Political parties are more inclusive of women and youth and engage in productive exchange with their constituents and each other.

## Output 2.1: Interparty tensions and rivalry reduced through inter-party dialogue and communication and improved community engagement.

Through coordination, this output will leverage on the joint technical and operational expertise of the PDA and UNOWAS towards the planning and implementation of this initiative. As such, while the PDA will offer advisory services in the day to day operations of the activities, invitation will be extended to UNOWAS to render support in facilitating technical sessions relating to strengthening ability to convene intra-inter party dialogue amongst political parties. Specific activities will focus on training IPC members as a representative group of registered political parties in the facilitation of dialogue process and mediation efforts. This training will lead to the development of promotional materials at a workshop to produce jingles in local

dialects and messages on political tolerance, non-violence and reconciliation ahead of planned inter-party dialogues on thematic subjects as the situation demands. The IPC in collaboration with the IPYC will be supported to organize joint inter- party press releases/conferences on topical political developments to ease tensions and deepen reconciliation amongst political operatives. IPC and IYPC will receive training on constituency-based platform formulation and effective constituency representation and well as on how to engage in productive and regular dialogue and reduce polarization and violence intra and inter-party.

**Output 2.2: Capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthened**

This output will complement initiatives under the PBF Women and Youth Participation project by advancing the affirmative action of the 30% women representation in Governance, support participation youth in governance and political process. Specifically, the output will utilize lobbying and engagement strategies with political parties, National Assembly Members, national and local authorities to achieve youth inclusion and reaching a 30% quota for women representation in governance as well as support to a stronger and more productive relationship between the broader political parties with the youth and women wings. In addition, the initiative will support the exposure of potential female party candidates or aspirant to assume public leadership positions through south-south study field visits to enable them to inculcate best practices in women aspiring for elected positions ahead of the 2021 multi-tier elections. Also the peculiar concerns of the women wing of political party (WWPP) will be supported through planning and development of both a WWPP strategic plan and resource mobilization strategy.

**Outcome 3: Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civic rights and duties, citizenship and peacebuilding.**

**Output 3:1: Young people leadership skills and civic rights strengthened to engage decentralized and governance structures.**

The focus of this output is to train young people (in and out of school) in leadership and civic rights and duties to prepare their transition to adulthood thereby inculcating in them the values of citizenship; support awareness-raising and access to information for young people through the U-Report and other media outlets including community radio to increase their participation in public life; support the Children National Assembly to organize open school days and community dialogue sessions where young peoples and community development issues are discussed and shared with decentralized structures and decision makers at national level for consideration in the decision-making process.

**Output 3. 2: Capacities of community governance structures increased to exercise civic rights, responsibilities and the promotion of good governance.**

Under this output, School Governance structures (i.e. teachers, school management committees and monitors) will be trained on civic education to help young people understand civic rights and responsibilities; ,national laws, democratic institutions, systems and processes to acquire the skills for peaceful engagement with governance institutions; train community structures (i.e. VDC, MIDFTs, Mothers' clubs and other relevant decentralization structures) on participatory methodologies to promote civic education and increase inclusiveness in decision-making; organize reflection sessions to analyze critical issues emerging from community engagement and early warning mechanisms to improve people's participation in governance; support community dialogue sessions with young people's networks, decentralized structures and key-decision makers on Constitution, Corruption, Governance, National Development Plan and localization of SDGs etc.; and train duty bearers on skills to listen, engage and respond to the needs and perspectives of young people focusing on good governance and public good.

## a) Project targeting and sequencing strategy

The project will seek to target 9,364 beneficiaries disaggregated as follows 5,645 (i.e. 60 % male and 3,719 i.e. 40% female beneficiary population), comprising women, young people enrolled and out of school. Out of this UNDP will target 6,864 project beneficiaries and UNICEF will target 2,500 direct beneficiaries (1,200 male and 1,300 female). UNICEF selection criteria for young people is open and involved young people within the ages of 10-24 years (UNICEF definition of young people) organized in formal and informal structures. Young people within this ages groups and participating in formal or informal groups will be the primary target of this project. The intervention will target youth low-level of education or school drop-outs who are at high risk to be disenfranchised and excluded from the political dialogue. More than 5,000 U reporters will be engaged to contribute towards deepen transparency and accountability in governance.

The implementing Partner organizations for the UNDP aspect of this project include the Department of Strategic Policy & Delivery (DSPD) in the Office of the President (OP), The Gambia Press Union and Anti- Corruption Coalition - (The Gambia), Inter-Party Committee (IPC), an umbrella civil society organizations such as The Association of Non-Governmental Organizations (TANGO), Action Aid International The Gambia which champion local level accountability at community level. While the Strategic, Policy, Planning and Management Unit in the Office of the President will be responsible for providing overall policy support and guide the overall policy formulation, coordination and Implementation processes; the Inter-Party Committee as an umbrella organization of all registered political parties and serve as a platform for mediation and dialogue processes would exert its non-partisan disposition to shape the drive towards national cohesion in the Gambia

For UNDP, the project will be implemented at the Greater Banjul and the four (4) municipal and local area councils (Kanifing Municipal, Upper River Region, Lower River Region, North Bank Region) Councils' areas.

As for UNICEF, the implementing partners will be the National Council for Civic Education (NCCE), The National Youth Council, Ministry of Women, Children and Social Welfare (MoWCSW), Department of Community Development, Ministry of Basic and Secondary Education (MoBSE). The activities will be implemented in the Lower River Region, Central River Region, and Upper River Region. Fifteen (15) Communities have been selected with the support of the national implementing partners to pilot this intervention. The activities will not be limited to young people in school. Indeed, the Young people's networks have among their members young people in and out of school and do conduct activities at community level and they can play a key to role to engage other community members in civic duties. Similarly, several decentralized structures such as VDCs and the Mothers' clubs, after being trained, will be able to demand, along with the young people's networks, accountability from local and national governance structures with a focus on the national and regional development plan. The Children National Assembly will conduct activities across the country, engaging communities and give children the opportunity to influence the decision-makers in matters affecting children and their communities.

The activities of both agencies i.e. UNDP and UNICEF are aimed to be implemented within the same communities and local council areas of the KMC, URR, LRR and CRR regions. The rationale is not only intended to provide an integrated approach and promote synergy, but also to create joint impact at the grassroot levels.

## 1II. 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. Also fill out the table below for each recipient organization:

| Agency | Total budget in previous calendar year | Key sources of budget (which donors etc.) | Location of in-country offices | No. of existing staff, of which in project zones | Highlight any existing expert staff of relevance to project |
|---|---|---|---|---|---|
| UNDP | 9.8M USD | Global Environment Fund Peace building Fund UNDP core resources GIZ | Banjul | 51 staff 5 internationals | 1 Programme Specialist Poverty and Inclusive Growth has mandate that covers Democratic Governance youth and has relevant skills in rolling PBF projects. |
| UNICEF | 6.9 M USD | Peace Building Fund, European Commission, UNICEF core resources, etc. | Banjul | 37 staff 6 internationals | 1 Child Protection Specialist 1 Education Specialist 1 Long-term consultant on child protection Note: UNICEF is currently recruiting UNV - National Programme Officer |

**UNDP:** is the convening agency for the project based on their current mandate on governance, peace and social cohesion issues in the UN. In the Gambia, the UNDP co-chairs the Development Partner Group Governance and Peacebuilding technical working group, meetings and Chairs the Results working Group on Democratic Governance. A Peace and Development Advisor is co-located within the UNDP and UN Resident Coordinator Offices to provide policy and advisory support to UN programming,

**UNICEF:** convenes the Human Capital Development Result Group together with World Bank, which covers related thematic groups such as Youth and Gender, Education group, among others. UNICEF is also RUNO for the project based on their current mandate to raise awareness amongst children and adolescents on their civil rights and ability to participate in peace building processes in their communities.

a) **Project management and coordination**

The Governance and Peacebuilding Coordinator will be responsible for the overall project management, monitoring and reporting. He/She will have the overall responsibility to engage stakeholders and facilitate partnerships with other on-going programmes of complementary nature. The project will cover 100% of this cost, utilizing International P3 modality. This staff will be embedded within UNDP programme staff to ensure full concentration on project activities in liaison with relevant staff of partner organizations. In addition, one (1) national UNV (Proposal development and Capacity building officer) specialized in proposal development, advocacy and communication will be recruited on a full time basis and embedded in TANGO to review its systems, processes and procedures and conduct capacity building training on CSOs/NGOs on project cycle and proposal development, advocacy and networking, coordination and budget analysis.

UNICEF is recruiting one national UNV National Programme Officer who will be partially funded (50%) through this project and work closely with team to support the groundwork. In addition, an international staff on Programme Specialist (P3), partially funded will provide overall coordination across areas related to project Outcome 3.

UN Programme Team: Programme Specialist-UNDP and, Child Protection Officer – UNICEF. These staff are programme leads at technical level within UNDP and UNICEF the RUNOs who will be responsible for Project Quality Assurance to ensure the project is implemented as per agreed programme documents and any deviation are reported to the steering committee and approval sought with PBSO. They will ensure independent project oversight and monitoring functions as well as facilitate Project Support for project administration, management and technical support to the Project Coordinator as required by the needs of the project or Project Coordinator. Project staffing support will be provided for key implementing partners under the project to enhance their capacity to deliver the programme objectives.

b) **Risk management** –

| 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 interference in the DSPD housed in the Office of the President might prevent effective collaboration amongst public sector leadership. | Low | Low | Planned capacity building will bolster the capacity of Public sector leaders to be more service oriented rather than politically inclined. Moreover, Government comes and goes, but the public service stays. |
| Looming election calendar in 2021 | Medium | Medium | Ensure that politically sensitive action related to IPC are frontloaded in 2020 to enable the IPC and IYPC to have structures and capabilities to play strategic mediatory role in the run up to election events. |
| Lack of the legal status of the Inter Party Committee | Medium | Medium | UNDP through a consultancy is the formulation of a draft IPC bill which will result to the establishment of the IPC Act in order to attract annual budgetary support from the Government. |
| Attrition of trained IPC Official in mediation and dialogue processes. | Medium | Medium | Train more political party operatives on the subject matter to enhance appropriate succession plan as replacement of those leaving. |
| Lack of or limited technical capacities within the IP to implement project activities | Medium | Medium | - Hire a dedicated core team to implement the project -Close monitoring and supervision by UNDP/UNICEF CO of activities as they are implemented -Regular technical meetings to review plans and activities- support from UNDP Sub-regional networks such as UNOWAS. |
| Delays in procurement related activities e.g. recruitment, outsourcing, contracting | Low | Medium | -Clearly define and establish procurement procedures ahead of time in order to expedite processes - UNDP to potentially provide backstop if required |
| Decision making and /or activity implementation delayed | Medium | Medium | - Facilitate easy access to senior management in order to get quick feedback - at least bi-annual project board meetings |
| Teachers absenteeism | Medium | Medium | Support MoSBE to monitor teacher's performance |

| Limited capacity of the Artisan Groups to implement the activities if in competition with their work | Medium | Medium | Co-design the activities with the selected Artisan Groups to reduce the impact on their work |
|---|---|---|---|

### c) Monitoring and evaluation

Effective and timely monitoring, reporting and evaluation of the project will be ensured by UNDP and UNICEF M&E officers in collaboration with PBF Secretariat M&E staff and the government and other partners based on the performance indicators as included in the Results Framework below. A specific M&E Plan will be developed at the start of the project based on the project's Results Framework. The M&E Plan identifies how the various indicators will be tracked, stating clearly who is responsible for what and when. The project will carry out assessment, baseline and end line surveys to determine result achieved. Also, periodic monitoring of the project will be carried out to ensure the tracking of the status of implementation of the project interventions.

In addition, the M&E systems and framework will ensure sound understanding of the activities, including their long-term impact, their contribution to citizen engagement for accountable governance, as well as of the context in which the activities are implemented and their interaction processes. Proper systems are put in place to measure progress towards achieving planned outputs and outcomes, based on the indicators and targets laid out in the results and resources framework.

The monitoring methodologies that will be utilize for this project will be contingent upon the indicators as appropriate including spot-checks to determine the level of accomplishment of the activity, field visits to ascertain progress and challenges on the implementation of activities, beneficiary contact monitoring to determine perception of beneficiaries on project intervention, Focus Group discussions and surveys using questionnaires to determine the progress of interventions. In addition, the project will ensure that all baselines are avaliable within the 3 months of the project start up and will coordinate with PBF secretariat on monitoring strategies and on the independent evaluation. A comprehensive monitoring and evaluation plan will be developed to ensure regularly review and update the risk log frame. This will ensure the highest standards of accountability and proper use of funds; and to factor in lessons learned from ongoing initiatives into future programming/allocation decisions to increase the positive impacts of the project on citizen engagement for accountable governance in the target country.

| M & E Breakdown | Budget (UDS) | |
|---|---|---|
| | **UNDP** | **UNICEF** |
| Collection of Baselines | 15,000 | 2.000 |
| Collection of End lines | 10,000 | 2.000 |
| Monitoring Missions | 15,000 | 1.000 |
| Independent Evaluation | 40,000 | N/A |
| **TOTAL** | **80,000** | **5,000** |

### d) Project exit strategy/ sustainability

In collaboration with project beneficiaries, a sustainability plan will be developed at the inception of project implementation which will involve identifying the required interventions needed to strengthen

18

their capacities to effectively deliver and sustain citizen engagement for accountable governance. Against this backdrop, rolling out of the initiatives will be entrenched within the routines of the beneficiaries rather than the perspectives of development partner's intervention that has the possibility to cease with the support.

The project will develop an approach and pilot mechanism for engagement, as part of lessons learnt process with a view to determine which institutional framework is best suited to anchor the project. Efforts will be expended to ensure that the strategies and approaches of the beneficiaries are highly considered in their interaction with duty bearers in the areas of scrutinizing public policy and tracking progress to ensure accountability of public policy outcomes. Invariably, such an approach will not only guarantee sustainability of the project but will deepen national ownership in project implementation.

In addition, the project will engage key donors during the project implementation process and invite them to attend key activities and share key project reports with them. This is expected to raise their awareness about the project and will motivate them to support some aspect of project initiatives. The project will be implemented utilizing existing structures. The sustainability of the OGI is assured as a tool of the DSPD and government firm commitment to support the operations and activities of the DSPD by allocating fund for staff salary and operational cost in the 2020 financial year The IPC through the support of this project and ECOWAS interventions will be proposing an IPC bill within which articles reinforcing sustainability of the IPC will be included. The enactment of the bill will automatically imply support to the annual operational cost of the Committee thereby providing an anchorage for its sustainability. As for TANGO, this umbrella NGO/CSO has been in existence since 1989 even though it has become moribund due to the lack of space for civil engagement during the 22 years of autocratic rule. As such, the initiatives under this project will bolster the institutional capacity of NGO/CSO for sustained advocacy and civil engagement on public policy issues and enable the body to undertake more robust resource mobilization internally through it's membership and through external partners and endowments to sustain itself.

## I.    Project budget

The project budget will be provided in two tranches with the second tranche being released upon demonstration by the project (by the Coordinating Agency on behalf of the project and through the Resident Coordinator's Office or PBF Secretariat) that the first tranche has been expensed or committed to at least 75% between the recipients and upon completion of any regular PBF reports due in the period elapsed.

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 closed 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's 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 |
|---|---|---|
| Semi-annual project progress report | 15 June | Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, 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 Secretariats, 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 Secretariats, 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 Secretariat 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 |
|---|---|
| **30 April** | Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year) |
| *Certified final financial report to be provided by 30 June of the calendar year after project closure* | |

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

| 31 July | Voluntary Q2 expenses (January to June) |
|---|---|
| **31 October** | Voluntary Q3 expenses (January to September) |

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

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

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

**Public Disclosure**

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

## 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 Secretariats, 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 Secretariats, 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 Secretariats, 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 Secretariat 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 |
|---|---|

| 28 February | Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year) |
| 30 April | Report **Q1 expenses** (January to March) |
| 31 July | Report **Q2 expenses** (January to June) |
| 31 October | Report **Q3 expenses** (January to September) |
| ***Certified final financial report to be provided at the quarter following the project financial closure*** | |

Unspent Balance exceeding USD 250 at the closure of the project would have to been 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, 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 implementation 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, in order 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[10]
> 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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[10] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

**Annex B: Project Results Framework (MUST include sex- and age disaggregated data)**

| Outcomes | Outputs | Indicators | Means of Verification/ frequency of collection | indicator milestones |
|---|---|---|---|---|
| **Outcome 1: Improved accountability and trust between Public service leadership and the population.**<br><br>(Any SDG Target that this Outcome contributes to) – SDG 16 & 17<br><br>(Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR) | | Outcome Indicator 1 a: Increase in the level of trust and confidence of women and men people on public service leadership.<br>Baseline: low 0% (CDA: 2019)<br>Target: High | Baseline (from CDA & other secondary data e.g Afro barometer report & Perception surveys); End line survey reports | 6 months: Commence and finalize the baseline assessment |
| | | Outcome Indicator 1 b: Level of exchanges and answerability of public service leadership to right holders increased (Level of exchange and answerability will mean 4 dialogue engagements between rights and during bearers for the duration of the project.<br>Baseline: 0<br>Target: | Perception survey report, Community Based Monitoring, Reports of townhall meetings, Monitoring reports, Radio/TV programmes | 6months from commencement of the project |
| | | Outcome Indicator 1c<br>Baseline:<br>Target: | | |
| | **Output 1.1: National platform for dialogue on public policies between Government and Citizens established and functional**<br><br>**(Direct 1800 male & 1400 female)**<br><br>List of activities under this Output:<br><br>**Activity 1.1.1: Develop a gender sensitive guidelines for the town hall dialogue sessions;**<br>**Activity .1.1. 2: launch the OGI; Convene 4 (bi-monthly) town hall dialogue sessions to be aired live on GRTS the national broadcaster and community radios on thematic subjects and conduct a feedback survey to collect views and perceptions of the participants about the event;**<br>**Activity 1.1.3: Organize weekly radio/TV program, "OGI Hour to be dubbed Have your say in governance".**<br>**Activity 1.1.4: Support to Government and media press briefings.** | Output Indicator 1.1.1: Increased number of dialogues exchanges between government and diversified cross section of the population<br>Baseline: 0<br>Target: 4 | Reports on dialogue sessions disaggregated by gender and age, townhall meetings, Radio/TV talk shows | 2 Dialogue sessions in 9 months. |
| | | Output Indicator 1.1.2: Increased participation of women & youth in the dialogues through the adoption and usage of gender sensitive guidelines by national platforms.<br>Baseline:Low<br>Target: High 1 | Townhall dialogue reports disaggregated by gender & age | Within 3 months of the project commencement. |
| | | Output Indicator 1.1.3: # of Gambian websites/social media platform used to engage citizens on NDP issues.<br>Baseline:0<br>Target: 6 | Quarterly monitoring reports, record of impressions on social media platforms | Within 6 months of the project commencement. |
| | | Output Indicator 1.1.4: | | |

| | Baseline: / Target: | | |
|---|---|---|---|
| **Activity 1.1.5:** Installation of web-based and social media platforms to engage citizens on key NDP issues | **Baseline:** **Target:** | | |
| **Output 1.2: Strengthened Government coordination and accountability mechanisms for performance management of public sector leadership.** | Output Indicator 1.2.1: Level of coordination and performance of public sector leadership improved. (Number of coordination meetings held to track accountability for development results) Baseline: Low Target: High | Quarterly Review of performance dashboard project. | 3 months after the commencement of the project. |
| **List of activities under this Output** **Activity 1.2.1:** Train employees of the strategic Policy and Performance Unit to improve public service performance **Activity 1.2.2:** Update and develop a monitoring framework for CLD compacts and priorities for Action; **Activity 1.2.3:** Develop a performance tracking tool to gauge the implementation status of priority action. | Output Indicator 1.2.2: # of public service leaders (female & male)trained on coordination, performance management, attitudinal and behavioral on the NDP Baseline:0 Target: 114 | Training report of targeted public servants disaggregated by gender & age | Within 6 months of the project commencement |
| | Output Indicator.: Adoption and usage of the performance tracking tool by public service leaders. Baseline Target: 114 | Rapid Assessment Report; Performance Tracking report | Within 6months of project date |
| **Output 1.3: Capacities of Civil Society enhanced for meaningful engagement and public scrutiny.** **(Direct 1,600 male and 300 female)** | Output Indicator 1.3.1: Capacity of NGO's/ CSOs enhanced on  # of meetings and advocacy sessions held by NGOs/CSOs with Government to track development results coordination, advocacy and proposal development. Baseline: low Target: high | Training reports, no of proposals and advocacy campaigns led by NGOs/CSOs | 6 months intervals between trainings. |
| **List of activities under this Output:** **Activity 1.3.1:** CSO's capacity built through trainings on proposal development, coordination, advocacy, networking and budget analysis to ensure accountability **Activity 1.3.2:** CSO advocacy for the enactment and popularization of the Access to Information and Anti-Corruption Acts; **Activity 1.3.3:** Produce a simplified version of the Regional Strategic Plans of the 4 Local Councils; | Output Indicator 1.3.2: Capacity of radio station personnel enhanced to facilitate dialogues at regional and local level. Baseline: low Target: high # of radio slots on the content of the strategic plans held to enhance understanding at regional and local dialogue sessions.; Baseline: 0 Target: 7 | No and content of dialogue sessions facilitated by radios, CBM | 6 months after commencement of the projects. |

| Results Chain | Indicators | Means of Verification | Timeframe |
|---|---|---|---|
| Activity 1.3.4: Develop Citizen's Local Council Demand Charter; Activity 1.3.5: Reformulation of key messages into jingles using local dialect and aired in community radio stations; Activity 1.3.6: Trained Producers and Station Managers of Community radios on the content of the strategic plans; Activity 1.3.7: Convene regional townhall and Media Accountability Engagement on the realization of outcomes and impacts of the regional strategic plans | Output Indicator 1.3.3: CSOs articulate the content of the regional strategic plans to hold stakeholders accountable<br>Baseline: Low<br>Target: At least 3 regional townhall per annum | Reports of regional townhall CSO engagement; Monitoring reports, Copies of the simplified version of the Regional Strategic Plans | Within an interval of 3 months |
| **Outcome 2: Increased youth and women inclusion, political participation, tolerance and peaceful engagement amongst political parties.**<br><br>(Any SDG Target that this Outcome contributes to).<br><br>(Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR) | **Output Indicator**<br>Baseline:<br>Target:<br>**Output Indicator**<br>Baseline:<br>Target:<br>**Output Indicator**<br>Baseline:<br>Target:<br><br>Outcome Indicator 2 a: Increased level of participation of youth(disaggregated by gender) youth in political party processes<br>O<br>Baseline: Low<br>Target: 30%<br><br>Outcome Indicator 2 b: Level of productive engagement among political parties and their constituencies.<br>Baseline: Low<br>Target: Increased participation by 30%<br><br>Outcome Indicator 2 c: Reduction in political parties clashes<br>Baseline:<br>Target: | No of women and youth in leadership positions in political parties, level of participation in interparty activities<br><br>No of inter-party dialogues organized at national and community; Participants list disaggregated by gender & age, dialogue and monitoring reports<br><br>Reduced reports of political parties clashes in media, monitoring reports, interviews of political leaders | Within an interval of 6 months. |
| **Output 2.1: Interparty tensions and rivalry reduced through inter-party dialogue, improved community engagement and communication amongst political parties.** | Output Indicator 2.1.1: No of political party operatives trained on facilitation of dialogue process and mediation efforts disaggregated by gender and youth. | Reports of training disaggregated by gender and age; | Within an interval of 6 months. |

| Activities / Output | Indicator, Baseline & Target | Means of Verification | Frequency |
|---|---|---|---|
| **(949 male & 701 female)** | Baseline: 0 Target: 60 **Output Indicator 2.1.2:** No of Inter-party dialogues convened on topical thematic subjects | Report of interparty dialogues held, no of interparty initiatives implemented (press release, joint community outreach etc) | Within an interval of 3 months. |
| **List of activities under this Output:** **Activity 2.1.1:** Training political party operative on facilitation of dialogue process and mediation efforts; **Activity 2.1.2:** Organize materials development workshop to produce messages on political tolerance, non-violence and reconciliation; **Activity 2.1.3:** Disseminate promotional materials and jingle messages on political tolerance, non-violence and reconciliation; **Activity 2.1.4:** Convene 4 inter-party dialogues on thematic subjects (e.g. role of women and youth in politics); **Activity 2.1.5:** Organize joint inter- party press releases/conferences on topical political developments to ease tensions and deepen reconciliation amongst political operatives | **Output Indicator 2.1.3:** # of key messages developed on political tolerance by interparty committee on non-violence, reconciliation and the # of airing of messages and jingles. Baseline: Target: N/A | Key messages/jingles database, community radio contract and transcripts reports | 3 months after project starts. |
| **Output 2.2:** Capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthen. **(Direct 40 Male & 60 Female)** | **Output Indicator 2.2.1:** Increase in youth and women nominated/elected by political parties Baseline: 0 Target: 20% | No of youth and women nominated as candidates to represent political parties, Copies of party constitutions and regulations. | Within an interval of 6 months. |
| **List of activities under this Output:** **Activity 2.2.1:** Lobby with political parties, national and local authorities for reaching a 30% quota for women representation in governance **Activity 2.2.2:** IPYC hold Regional football matches engage key district and regional stakeholders. **Activity 2.2.3:** Identify mentors to train potential women party candidates to assume public leadership positions **Activity 2.2.4:** Develop Political party women wing strategic plan and resource mobilization strategy. | **Output Indicator 2.2.2:** No of mentoring sessions held for potential women party candidates. Baseline: 0 Target: 60 | Mentors report covering topics, monitoring reports | Within an interval of 3 months. |
|  | **Output Indicator 2.2.3:** Adoption and utilization rate of plan and strategy by women's political wing. Baseline: 0 Target: 50% of women's wings utilize plans and resource mobilization strategy | Existence of strategies, Monitoring reports. | Within an interval of 6 months |
|  | **Outcome Indicator 3 a:** Increased confidence of young people on resource mobilization strategy | No of meeting reports disaggregated by gender | Annually |

| Outcome 3: Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities and skills on civic rights and duties, citizenship and peacebuilding. | | transparency, accountability & civic duties in governance structures | and age, monitoring reports | Annually |
|---|---|---|---|---|
| (Any SDG Target that this Outcome contributes to) | | Outcome Indicator 3 b: # young people who engage their peers in schools and communities on civic education and governance. Baseline: 0 Target: 1,000 | Activity report disaggregated by gender and age | Annually |
| (Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR) | Output 3.1: Young people leadership skills and civic rights strengthened to engage decentralized and governance structures. . | Baseline: Target:20% | | |
| | | Baseline: Target: | | |
| | | Output Indicator 3.1.1: # young people who are aware of their civic rights and know how to engage with governance structures. Baseline: Target: | Pre and post test after training reports disaggregated by gender and age (Additional post test after 6 months) | 6 months after training |
| | List of activities under this Output: Activity 3.1.1: Train young people (in and out of school) in leadership and civic rights and duties to prepare them for the transition to adulthood and citizenship, including school and public good management. | Output Indicator 3.1.2: # of community structure members who engage with the Children National Assembly Baseline: 5 Target: 21 | Activity report disaggregated by gender and age | Annually |
| | Activity 3.1.2: Support awareness-raising and access to information for children and adolescents in and out of school and within the community through U-Report and other medias including community radio to increase they informed participation in public life. | Output Indicator 3.1.3: # young people who participate in U-Report proposing polls and themes on civic education and governance. Baseline: 5,000 Target: 10,000 | U Report and analytics disaggregated by gender and age | Annually |
| | Activity 3.1.3: Support the Children National Assembly to organize open school days and community dialogue sessions where young people issue and community development issues are discussed and shared with decentralized structures and decision makers at national level for consideration in the decision-making process. | Output Indicator 3.1.4 Baseline: Target: | | |
| | | Output Indicator 1.1.5 Baseline: Target: | | |
| | Output Indicator 3.2.1: | | | 6 months after training. |

| | Target: | | |
|---|---|---|---|
| | | | |
| **Output 3.2:** Capacities of the community and governance structures increased to exercise civic responsibilities and promote good governance. | **Output Indicator 3.2.1:** # community members who are aware of their civic rights and know how to engage with governance structures. | Pre and post-test after training disaggregated by gender and age (additional post-test after 6 months); monitoring reports. | 6 months after training. |
| **List of activities under this Output:** | **Baseline:** TBC<br>**Target:** 2,250 | | |
| **Activity 3.2.1:** Teachers and school staff trainings on civic education to help young people's understanding of civic rights, laws, institutions and systems and to acquire the skills to engage with institutions peacefully | **Output Indicator 3.2.2:** # community structures (VDC/WDC, MDFTs, Mother's club, TAC) that are aware of their civic duties and report progress to community members. | Activity report disaggregated by gender and age; | Annually |
| **Activity 3.2.2:** Train community structures (VDC, MDFTs, Mothers' clubs and other relevant decentralization structures) to promote civic education to increase inclusiveness and participation in decision-making. | **Baseline:** 20<br>**Target:** 30 | | |
| **Activity 3.2.3:** Organize reflections to analyze critical issues emerging from community discussions/engagement and early warning systems among mothers' clubs, Village, Support Groups, young people's groups and decentralized structures. | **Output Indicator 3.2.3:** # of recommendation coming out of meetings organized by young people's networks in the selected communities that includes key-decision makers and community members. | Meeting Report disaggregated by gender and age; monitoring reports | Quarterly |
| **Activity 3.2.4:** Support the Young people's networks to conduct dialogues with community members, decentralized structures and key-decision makers on Constitution, Corruption, Governance, National Development Plan, localization of SDGs etc. | **Baseline:** 30<br>**Target:** 50 | | |
| **Activity 3.2.5:** Train decision-makers on listening, engaging and responding to the needs and perspectives of young people and their need focusing on good governance and public good. | **Output Indicator 3.2.4:** # of recommendation coming out of reflection sessions implemented | Meeting report disaggregated by gender and age. | Quarterly |
| | % of recommendation coming out of reflection sessions implemented | | |
| | **Baseline:** 1TBC<br>**Target:** 20 | | |
| | **Output Indicator** # community members who engage with governance structures | | |

**Annex C: Checklist of project implementation readiness**

| Question | | Yes | No | Comment |
|---|---|---|---|---|
| 1. | Have all implementing partners been identified? If not, what steps remain and proposed timeline | X | | Implementing partners have been identified. A tendering process will be embarked upon to select which partners will do the community monitoring functions. Additional consultations with national, state and community-level stakeholders have been built into the early phases of the project to ensure a participatory Approach. |
| 2. | Have TORs for key project staff been finalized and ready to advertise? | X | | Terms of Reference for some key staff are drafted. Additional ToRs are being produced to ensure that all positions can quickly be filled, and the project can get set up early in the implementation phase. |
| 3. | Have project sites been identified? If not, what will be the process and timeline | X | | Location of project has been agreed upon in meetings with key stakeholders. Further refinement of this will be undertaken with communities on ground at the onset of the project as part of the profiling and assessment activities foreseen. |
| 4. | Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done. | X | | Government authority have been briefed and consulted in the development of the project. Further consultations and profiling activities planned for the beginning of the project will help further identify specific work plans and approaches in the different contexts. |
| 5. | Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline? | | X | |
| 6. | Have beneficiary criteria been identified? If not, what will be the process and timeline. | X | | The criteria will need to be extensively consulted at the community level to ensure that they reflect the differences between communities. To ensure a participatory and community-owned process, these criteria will need to be defined over the course of several engagements with local level stakeholders planned at the onset of project implementation |
| 7. | Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution? | X | | Government have been consulted on the areas where the project will focus its activities and agree At the onset of project implementation, mission to the Selected areas will further refine and formalize these agreements |
| 8. | Have clear arrangements been made on project implementing approach between project recipient organizations? | X | | All recipient organizations have been involved in the development of the project document. |
| 9. | What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take? | N/A | | |

Annex D: Detailed and UNDG budgets (attached Excel sheet)

# Annex D - PBF Project Budget

## Instructions:

1. **Only fill in white cells. Grey cells are locked and/or contain spreadsheet formulas.**
2. **Complete both Sheet 1 and Sheet 2.**
   a) First, prepare a budget organized by activity/output/outcome in Sheet 1. (Activity amounts can be indicative estimates.)
   b) Then, divide each output budget along UN Budget Categories in Sheet 2.
3. **Be sure to include % towards Gender Equality and Women's Empowerment (GEWE).**
3. **Do not use Sheet 4 or 5, which are for MPTF and PBF use.**
4. **Leave blank any Organizations/Outcomes/Outputs/Activities that aren't needed. DO NOT delete cells.**
5. **Do not adjust tranche amounts without consulting PBSO.**

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## Table 1 - PBF project budget by outcome, output and activity

| Outcome/Output number | Description (Text) | Recipient Organization 1 Budget | Recipient Organization 2 Budget | Recipient Organization 3 Budget | Total | % of budget per activity allocated to Gender Equality and Women's Empowerment (GEWE) (if any): | Any remarks (e.g. on types of inputs provided or budget justification, esp. for TA or travel costs) |
|---|---|---|---|---|---|---|---|
| | | UNDP | UNICEF | | | | |
| OUTCOME 1: | Improved accountability and trust between Public service leadership and the population. | | | | | | |
| Output 1.1: | National platform for dialogue on public policies between Government and Citizens established and functioned | | | | | | |
| Activity 1.1.1: | Develop guidelines for the town hall dialogue sessions | $ 5,000.00 | | | $ 5,000.00 | 30% | |
| Activity 1.1.2: | Launch the OGI; Convene 4 (bi-monthly) town hall dialogue sessions to be aired live on GRTS and community radios. | $ 85,800.00 | | | $ 85,800.00 | 30% | |
| Activity 1.1.3: | Weekly radio/TV program, "OGI Hour | $ 40,000.00 | | | $ 40,000.00 | 30% | |
| Activity 1.1.4 | Installation of web-based and social media platforms to engage citizens on key NDP issues | $ 60,000.00 | | | $ 60,000.00 | 30% | |
| Activity 1.1.5 | | | | | $ - | | |
| Activity 1.1.6 | | | | | $ - | | |
| Activity 1.1.7 | | | | | $ - | | |
| Activity 1.1.8 | | | | | $ - | | |
| **Output Total** | | $ 190,800.00 | $ - | $ - | $ 190,800.00 | $ 57,240.00 | |
| Output 1.2: | Strengthen Government mechanisms for coordination and performance management. | | | | | | |
| Activity 1.2.1 | Build the capacity of strategic Policy and Performance Unit improve public service performance | $ 65,000.00 | | | $ 65,000.00 | 20% | |

| Item | Description | | Amount | | Amount | % | Notes |
|---|---|---|---|---|---|---|---|
| Activity 1.2.2 | Update and develop a monitoring framework for CLD compacts and priorities for Action | $ | 15,000.00 | $ | 15,000.00 | 20% | |
| Activity 1.2.3 | Develop a performance tracking tool to gauge the implementation status of priority action | $ | 50,000.00 | $ | 50,000.00 | 20% | |
| Activity 1.2.4 | | $ | | $ | - | | |
| Activity 1.2.5 | | $ | | $ | - | | |
| Activity 1.2.6 | | $ | | $ | - | | |
| Activity 1.2.7 | | $ | | $ | - | | |
| Activity 1.2.8 | | $ | | $ | - | | |
| **Output Total** | | **$** | **130,000.00** | **$ -** | **130,000.00** | **26,000.00** | |
| **Output 1.3:** | Strengthening the capacity of Civil Society for meaningful engagement | | | $ - | | | |
| Activity 1.3.1 | CSO capacity enhancment on proposal development, coordination, advocacy networking and budget analysis | $ | 35,000.00 | $ | 35,000.00 | 30% | |
| Activity 1.3.2 | CSO advocacy for the enactment and popularization of the freedom of information and Anti-Corruption Acts | $ | 40,000.00 | $ | 40,000.00 | 30% | |
| Activity 1.3.3 | Produce a simplified version of the Regional Strategic Plans of the 4 Local Councils | $ | 40,000.00 | $ | 40,000.00 | 30% | |
| Activity 1.3.4 | Develop Citizen's Local Council Demand Charter. | $ | 20,052.00 | $ | 20,052.00 | 30% | |
| Activity 1.3.5 | Key message development into jingles using local dialect and aired in community radio stations. | $ | 30,000.00 | $ | 30,000.00 | 20% | |
| Activity 1.3.6 | TOT for Producers and Station Mangers of Community radios on the content of the strategic plans. | $ | 31,400.00 | $ | 31,400.00 | 30% | |
| Activity 1.3.7 | Regional Media Accountability Engagement townhall. | $ | 40,030.00 | $ | 40,030.00 | 30% | |
| Activity 1.3.8 | | $ | | $ | - | | |
| **Output Total** | | **$** | **236,482.00** | **$ -** | **236,482.00** | **67,944.60** | |
| **Output 1.4:** | | **$** | | **$ -** | | | |
| Activity 1.4.1 | | $ | | $ | - | | |
| Activity 1.4.2 | | $ | | $ | - | | |
| Activity 1.4.3 | | $ | | $ | - | | |
| Activity 1.4.4 | | $ | | $ | - | | |
| Activity 1.4.5 | | $ | | $ | - | | |
| Activity 1.4.6 | | $ | | $ | - | | |
| Activity 1.4.7 | | $ | | $ | - | | |
| Activity 1.4.8 | | $ | | $ | - | | |
| **Output Total** | | **$ -** | | **$ -** | | | |
| **OUTCOME 2:** | Increased youth and women inclusion, political participation, tolerance and peaceful engagement amongst political parties. | | | | | | |
| **Outcome 2.1** | Interparty tensions and rivalry reduced through inter-party dialogue, improve community engagement and communication amongst political parties | | | | | | |
| Activity 2.1.1 | Training political party operative on facilitation of dialogue process and mediation efforts | $ | 30,000.00 | $ | 30,000.00 | 30% | 30% of trained political party operatives will be women |
| Activity 2.1.2 | Material development workshop to produce messages on political tolerance, non-violence and reconciliation. | $ | 20,000.00 | $ | 20,000.00 | 30% | |

| | Description | | Amount | | |
|---|---|---|---|---|---|
| Activity 2.1.3 | Dissemination of promotional materials and jingle messages on political tolerance, non-violence and reconciliation | $ | 45,000.00 | $ | 45,000.00 | 40% | |
| Activity 2.1.4 | Convene 4 inter-party dialogues on thematic subjects. | $ | 35,000.00 | $ | 35,000.00 | 30% | 30 % of participants in the Inter Party dialogue sessipons will be women. |
| Activity 2.1.5 | Joint inter- party press releases/conferences | $ | 20,000.00 | $ | 20,000.00 | 30% | |
| Activity 2.1.6 | | | | $ | - | |
| Activity 2.1.7 | | | | $ | - | |
| Activity 2.1.8 | | | | $ | - | |
| **Output Total** | | **$** | **150,000.00** | **$** | **-** | **$** | **150,000.00** | **$** | **49,500.00** |
| **Output 2.2** | Capacity of the youth and women's wing of political parties to champion inclusion and gender equality in elective positions strengthen. | | | | |

| Activity | Description | | | | Indicator |
|---|---|---|---|---|---|
| Activity 2.1.1 | Lobby with political parties, national and local authorities for reaching a 30% quota for women representation in governance | $ 25,010.00 | $ 25,010.00 | $ 25,010.00 | 50% |
| Activity 2.2.2 | IPYC hold Regional football matches engage key district and regional stakeholders. | $ 20,000.00 | $ 20,000.00 | $ 20,000.00 | 30% |
| Activity 2.2.3 | Identify mentor to train potential women party candidates and assume public leadership positions | $ 40,000.00 | $ 40,000.00 | $ 40,000.00 | 100% | 100% of aspiring women party candidates will be mentored to assume public leadership positions |
| Activity 2.2.5 | | $ | $ | $ - | | 60% of female within the women's wing of Political party will have clear vision of their empowerment and channeles of mobilising resource. |
| Activity 2.2.6 | | $ | $ | $ - | |
| Activity 2.2.7 | | $ | $ | $ - | |
| Activity 2.2.8 | | $ | $ | $ - | |
| Activity 2.2.4 | Develop Political party women wing strategic plan and resource mobilization strategy. | $ 25,000.00 | $ 25,000.00 | 60% | |
| Output 2.3 | | | | | |
| Output Total | | $ 110,010.00 | $ - | $ - | $ - |
| Activity 2.3.1 | | $ | $ | $ - | |
| Activity 2.3.2 | | $ | $ | $ - | |
| Activity 2.3.3 | | $ | $ | $ - | |
| Activity 2.3.4 | | $ | $ | $ - | |
| Activity 2.3.5 | | $ | $ | $ - | |
| Activity 2.3.6 | | $ | $ | $ - | |
| Activity 2.3.7 | | $ | $ | $ - | |
| Activity 2.3.8 | | $ | $ | $ - | |
| Output 2.4 | | $ - | $ - | $ - | $ - |
| Output Total | | $ - | $ - | $ - | $ - |
| Activity 2.4.1 | | $ | $ | $ - | |
| Activity 2.4.2 | | $ | $ | $ - | |
| Activity 2.4.3 | | $ | $ | $ - | |
| Activity 2.4.4 | | $ | $ | $ - | |
| Activity 2.4.5 | | $ | $ | $ - | |
| Activity 2.4.6 | | $ | $ | $ - | |
| Activity 2.4.7 | | $ | $ | $ - | |
| Activity 2.4.8 | | $ | $ | $ - | |
| Output Total | | $ - | $ - | $ - | $ - |

**OUTCOME 3:** Improved civic engagement of young people and governance systems to promote good governance based on participation, transparency, and accountability by strengthening their capacities

**Output 3.1** Young people leadership skills and civic rights strengthened to engage decentralized and governance structures.

| Activity | Description | | | | Indicator |
|---|---|---|---|---|---|
| Activity 3.1.1 | Train young people (in and out of school) in leadership and civic rights and duties to prepare them for the transition to adulthood and citizenship, including school management. | $ 40,000.00 | $ 40,000.00 | 40% | At least 40% of trained young people will be women and girls. |
| Activity 3.1.2 | Support awareness-raising and access to information for children and adolescents in and out of school and within the community through U-Report and other medias including community radio to increase they informed participation in public life. | $ 45,000.00 | $ 45,000.00 | 40% | The activity will target women and girls to promote their empowerment. |

Output 2.3 Output Total: 110,010.00 — 73,505.00

| | | | | | | |
|---|---|---|---|---|---|---|
| Activity 3.1.3 | Support the Children National Assembly to organize open school days and community dialogue sessions where children issues and community development issues are discussed and shared with decentralized structures and decision makers at national level for consideration in the decision-making process. | $ | 36,560.00 | $ | 36,560.00 | 40% | 50% of Members of the Children National Assembly are Girls. |
| Activity 3.1.4 | | $ | | $ | - | | |
| Activity 3.1.5 | | $ | | $ | - | | |
| Activity 3.1.6 | | $ | | $ | - | | |
| Activity 3.1.7 | | $ | | $ | - | | |
| Activity 3.1.8 | | $ | | $ | - | | |
| **Output Total** | | **$** | **-** | **$** | **-** | | |
| **Output 3.2:** | Capacities of the community and governance structures increased to exercise civic responsibilities and promote good governance. | | | | | | |
| **Output Total** | | **$** | **121,560.00** | **$** | **121,560.00** | **48,624.00** | |
| Activity 3.2.1 | Teachers and school staff trainings on civic education to help young people's understanding of civic rights, laws, institutions and systems and to acquire the skills to engage with institutions peacefully. | $ | 55,000.00 | $ | 55,000.00 | 40% | |
| Activity 3.2.2 | Train community structures (VDC, MIDFIs, Mothers' clubs and other relevant decentralization structures) to promote civic education to increase inclusiveness and participation in decision-making. | $ | 40,000.00 | $ | 40,000.00 | 40% | In average 40% of the community structure are women |
| Activity 3.2.3 | Organize reflections to analyze critical issues emerging from community discussions/engagement and early warning systems among mothers' clubs, Village, Support Groups, young people's groups and decentralized structures | $ | 20,000.00 | $ | 20,000.00 | 30% | |
| Activity 3.2.4 | 4 Support the Young people's networks to conduct dialogues with community members, decentralized structures and key-decision makers on Constitution, Corruption, Governance, National Development Plan, localization of SDGs etc. | $ | 14,000.00 | $ | 14,000.00 | 40% | In average 50% of the young peoples network |
| Activity 3.2.5 | Train decision-makers on listening, engaging and responding to the needs and perspectives of young people and their need focusing on good governance and public good | $ | 10,000.00 | $ | 10,000.00 | 40% | |
| Activity 3.2.6 | | $ | | $ | - | | |
| Activity 3.2.7 | | $ | | $ | - | | |
| Activity 3.2.8 | | $ | | $ | - | | |
| **Output Total** | | **$** | **139,000.00** | **$** | **139,000.00** | **53,600.00** | |
| **Output 3.3** | | **$** | **-** | **$** | **-** | | |
| Activity 3.3.1 | | | | $ | - | | |

| Item | | | | | | | |
|---|---|---|---|---|---|---|---|
| Activity 3.3.2 | | | | | $ | - | |
| Activity 3.3.3 | | | | | $ | - | |
| Activity 3.3.4 | | | | | $ | - | |
| Activity 3.3.5 | | | | | $ | - | |
| Activity 3.3.6 | | | | | $ | - | |
| Activity 3.3.7 | | | | | $ | - | |
| Activity 3.3.8 | | | | | $ | - | |
| Output 3.4 | $ | - | $ | - | $ | - | |
| Activity 3.4.1 | | | | | $ | - | |
| Activity 3.4.2 | | | | | $ | - | |
| Activity 3.4.3 | | | | | $ | - | |
| Activity 3.4.4 | | | | | $ | - | |
| Activity 3.4.5 | | | | | $ | - | |
| Activity 3.4.6 | | | | | $ | - | |
| Activity 3.4.7 | | | | | $ | - | |
| Activity 3.4.8 | | | | | $ | - | |
| Output Total | $ | - | $ | - | $ | - | |
| **OUTCOME 4:** | | | | | | | |
| **Output 4.1** | | | | | | | |
| Activity 4.1.1 | | | | | $ | - | |
| Activity 4.1.2 | | | | | $ | - | |
| Activity 4.1.3 | | | | | $ | - | |
| Activity 4.1.4 | | | | | $ | - | |
| Activity 4.1.5 | | | | | $ | - | |
| Activity 4.1.6 | | | | | $ | - | |
| Activity 4.1.7 | | | | | $ | - | |
| Activity 4.1.8 | | | | | $ | - | |
| Output Total | $ | - | $ | - | $ | - | |
| **Output 4.2** | | | | | | | |
| Activity 4.2.1 | | | | | $ | - | |
| Activity 4.2.2 | | | | | $ | - | |
| Activity 4.2.3 | | | | | $ | - | |
| Activity 4.2.4 | | | | | $ | - | |
| Activity 4.2.5 | | | | | $ | - | |
| Activity 4.2.6 | | | | | $ | - | |
| Activity 4.2.7 | | | | | $ | - | |
| Activity 4.2.8 | | | | | $ | - | |
| Output Total | $ | - | $ | - | $ | - | |
| **Output 4.3** | | | | | | | |
| Activity 4.3.1 | | | | | $ | - | |
| Activity 4.3.2 | | | | | $ | - | |
| Activity 4.3.3 | | | | | $ | - | |
| Activity 4.3.4 | | | | | $ | - | |
| Activity 4.3.5 | | | | | $ | - | |
| Activity 4.3.6 | | | | | $ | - | |
| Activity 4.3.7 | | | | | $ | - | |
| Activity 4.3.8 | | | | | $ | - | |
| Output Total | $ | - | $ | - | $ | - | |
| **Output 4.4** | $ | - | $ | - | $ | - | |
| Activity 4.4.1 | | | | | $ | - | |
| Activity 4.4.2 | | | | | $ | - | |
| Activity 4.4.3 | | | | | $ | - | |
| Activity 4.4.4 | | | | | $ | - | |
| Activity 4.4.5 | | | | | $ | - | |
| Activity 4.4.6 | | | | | $ | - | |
| Activity 4.4.7 | | | | | $ | - | |

| Activity 4.4.8 | Output Total | Recipient Organization 1 UNDP | Recipient Organization 2 UNICEF | Recipient Organization 3 | Total | |
|---|---|---|---|---|---|---|
| | $ - | $ - | $ - | $ - | $ - | |
| Additional personnel costs | | $ 210,000.00 | $ 150,000.00 | | $ 360,000.00 | 30% |
| Additional Operational Costs | | $ 14,200.00 | $ 5,000.80 | | $ 19,200.80 | |
| Monitoring budget | | $ 40,000.00 | $ 5,000.00 | | $ 45,000.00 | |
| Budget for Independent final evaluation | | $ 40,000.00 | | | $ 40,000.00 | |
| Total Additional Costs | $ - | $ 304,200.00 | $ 160,000.80 | $ - | $ 464,200.80 | $ 108,000.00 |

**Totals**

| | Recipient Organization 1 UNDP | Recipient Organization 2 UNICEF | Recipient Organization 3 | Total |
|---|---|---|---|---|
| Sub-Total Project Budget | $ 1,121,492.00 | $ 420,560.80 | - | $ 1,542,052.80 |
| Indirect support costs (7%): | $ 78,504.44 | $ 29,439.26 | - | $ 107,943.70 |
| Total | $ 1,199,996.44 | $ 450,000.06 | - | $ 1,649,996.50 |

**Performance-Based Tranche Breakdown**

| | Recipient Organization 1 UNDP | Recipient Organization 2 UNICEF | Recipient Organization 3 | Total | Tranche % |
|---|---|---|---|---|---|
| First Tranche: | $ 839,997.51 | $ 315,000.04 | - | $ 1,154,997.55 | 70% |

| | | | | |
|---|---|---|---|---|
| Second Tranche: | $ 359,998.93 | $ 135,000.02 | $ 494,998.95 | 30% |
| Third Tranche | $ - | $ - | $ - | - |
| Total: | $ 1,199,996.44 | $ 450,000.06 | $ 1,649,996.50 | 100% |

| | | |
|---|---|---|
| $ Towards GEWE | $ | 518,322.55 |
| % Towards GEWE | | 31% |
| $ Towards M&E | $ | 85,000.00 |
| % Towards M&E | | 5% |

Note PBF does not accept projects with less than **5%** towards M&E and less than **15%** towards GEWE. These figures will show as red if this minimum threshold is not met.

# Annex D - PBF Project Budget

Table 2 - Output breakdown by UN budget categories

| | Recipient Agency 1 UNDP | Recipient Agency 2 UNICEF | Recipient Agency 3 | Total |
|---|---|---|---|---|
| **OUTCOME 1** | | | | |
| **Output 1.1** | | | | |
| **Output Total from Table 1** | $ 190,800.00 | $ - | $ - | 190,800.00 |
| 1 Staff and other personnel | $ 15,000.00 | $ | $ | 15,000.00 |
| 2. Supplies, Commodities, Materials | $ 50,000.00 | $ | $ | 50,000.00 |
| 3. Equipment, Vehicles, and Furniture (including | $ 105,800.00 | $ | $ | 105,800.00 |
| 4. Contractual services | $ 5,000.00 | $ | $ | 5,000.00 |
| 5. Travel | $ | $ | $ | - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ | - |
| 7. General Operating and other Costs | $ 15,000.00 | $ | $ | 15,000.00 |
| **Total** | $ 190,800.00 | $ - | $ - | 190,800.00 |
| **Output 1.2** | | | | |
| **Output Total from Table 1** | $ 130,000.00 | $ - | $ - | 130,000.00 |
| 1 Staff and other personnel | $ 25,000.00 | $ | $ | 25,000.00 |
| 2. Supplies, Commodities, Materials | $ | $ | $ | - |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ | - |
| Depreciation) | | | $ | - |
| 4. Contractual services | $ 95,000.00 | $ | $ | 95,000.00 |
| 5. Travel | $ | $ | $ | - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ | - |
| 7. General Operating and other Costs | $ 10,000.00 | $ | $ | 10,000.00 |
| **Total** | $ 130,000.00 | $ - | $ - | 130,000.00 |
| **Output 1.3** | | | | |
| **Output Total from Table 1** | $ 236,482.00 | $ - | $ - | 236,482.00 |
| 1 Staff and other personnel | $ | $ | $ | - |
| 2. Supplies, Commodities, Materials | $ 25,000.00 | $ | $ | 25,000.00 |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ | - |
| Depreciation) | | | $ | - |
| 4. Contractual services | $ 116,482.00 | $ | $ | 116,482.00 |
| 5. Travel | $ - | $ | $ | - |
| 6. Transfers and Grants to Counterparts | $ 85,000.00 | $ | $ | 85,000.00 |
| 7. General Operating and other Costs | $ 10,000.00 | $ | $ | 10,000.00 |
| **Total** | $ 236,482.00 | $ - | $ - | 236,482.00 |
| **Output 1.4** | | | | |
| **Output Total from Table 1** | $ - | $ - | $ - | - |
| 1 Staff and other personnel | $ | $ | $ | - |
| 2. Supplies, Commodities, Materials | $ | $ | $ | - |
| 3. Equipment, Vehicles, and Furniture (including | | | $ | - |
| Depreciation) | | | $ | - |
| 4. Contractual services | $ | $ | $ | - |
| 5. Travel | $ | $ | $ | - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ | - |
| 7. General Operating and other Costs | $ | $ | $ | - |
| **Total** | $ - | $ - | $ - | - |
| **OUTCOME 2** | | | | |
| **Output 2.1** | | | | |

| Output Total from Table 1 | | $ | 150,000.00 | $ | | $ | - | $ | - | $ | 150,000.00 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Staff and other personnel | | $ | | | | | | $ | | $ | - |
| 2. Supplies, Commodities, Materials | | $ | 20,000.00 | | | | | $ | | $ | 20,000.00 |
| 3. Equipment, Vehicles, and Furniture (including | | $ | | | | | | $ | | $ | - |
| 4. Contractual services | | $ | 75,000.00 | | | | | $ | | $ | 75,000.00 |
| 5. Travel | | $ | | | | | | $ | | $ | - |
| 6. Transfers and Grants to Counterparts | | $ | 50,000.00 | | | | | $ | | $ | 50,000.00 |
| 7. General Operating and other Costs | | $ | 5,000.00 | | | | | $ | | $ | 5,000.00 |
| **Total** | | **$** | **150,000.00** | **$** | | **$** | **-** | **$** | **-** | **$** | **150,000.00** |

| Output 2.2 | $ | 110,010.00 | $ | | $ | 110,010.00 |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | 110,010.00 | $ | | $ | 110,010.00 |
| 1. Staff and other personnel | | | | | $ | |
| 2. Supplies, Commodities, Materials | $ | | | | $ | |
| 3. Equipment, Vehicles, and Furniture (including | $ | 40,000.00 | | | $ | 40,000.00 |
| 4. Contractual services | $ | 70,010.00 | | | $ | 70,010.00 |
| 5. Travel | | | | | $ | |
| 6. Transfers and Grants to Counterparts | | | | | $ | |
| 7. General Operating and other Costs | | | | | $ | |
| **Total** | $ | 110,010.00 | $ | - | $ | 110,010.00 |

| Output 2.3 | $ | - | $ | - | $ | - |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | - | $ | - | $ | - |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | | | | | $ | - |
| 3. Equipment, Vehicles, and Furniture (including | | | | | $ | - |
| 4. Contractual services | | | | | $ | - |
| 5. Travel | | | | | $ | - |
| 6. Transfers and Grants to Counterparts | | | | | $ | - |
| 7. General Operating and other Costs | | | | | $ | - |
| **Total** | $ | - | $ | - | $ | - |

| Output 2.4 | $ | - | $ | - | $ | - |
|---|---|---|---|---|---|---|
| Output Total from Table 2 | $ | - | $ | - | $ | - |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | | | | | $ | - |
| 3. Equipment, Vehicles, and Furniture (including | | | | | $ | - |
| 4. Contractual services | | | | | $ | - |
| 5. Travel | | | | | $ | - |
| 6. Transfers and Grants to Counterparts | | | | | $ | - |
| 7. General Operating and other Costs | | | | | $ | - |
| **Total** | $ | - | $ | - | $ | - |

## OUTCOME 3

| Output 3.1 | $ | 121,560.00 | $ | - | $ | 121,560.00 |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | 121,560.00 | $ | - | $ | 121,560.00 |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | $ | | | | $ | - |
| 3. Equipment, Vehicles, and Furniture (including | | | | | $ | - |
| 4. Contractual services | | | | | $ | - |
| 5. Travel | | | | | $ | - |
| 6. Transfers and Grants to Counterparts | $ | 121,560.00 | | | $ | 121,560.00 |
| 7. General Operating and other Costs | | | | | $ | - |
| **Total** | $ | 121,560.00 | $ | - | $ | 121,560.00 |

| Output 3.2 | $ | 139,000.00 | $ | - | $ | 139,000.00 |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | 139,000.00 | $ | - | $ | 139,000.00 |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | | | | | $ | - |
| 3. Equipment, Vehicles, and Furniture (including Depreciation) | | | | | $ | - |
| 4. Contractual services | | | | | $ | - |
| 5. Travel | | | | | $ | - |
| 6. Transfers and Grants to Counterparts | $ | 139,000.00 | | | $ | 139,000.00 |
| 7. General Operating and other Costs | | | | | $ | - |
| **Total** | $ | 139,000.00 | $ | - | $ | 139,000.00 |

| Output 3.3 | $ | - | $ | - | $ | - |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | - | $ | - | $ | - |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | | | | | $ | - |
| 3. Equipment, Vehicles, and Furniture (including Depreciation) | | | | | $ | - |
| 4. Contractual services | | | | | $ | - |
| 5. Travel | | | | | $ | - |
| 6. Transfers and Grants to Counterparts | | | | | $ | - |
| 7. General Operating and other Costs | | | | | $ | - |
| **Total** | $ | - | $ | - | $ | - |

| Output 3.4 | $ | - | $ | - | $ | - |
|---|---|---|---|---|---|---|
| Output Total from Table 1 | $ | - | $ | - | $ | - |
| 1. Staff and other personnel | | | | | $ | - |
| 2. Supplies, Commodities, Materials | | | | | $ | - |

| | Recipient Organization 1 UNDP | Recipient Organization 2 UNICEF | Recipient Organization 3 | Totals |
|---|---|---|---|---|
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ - |
| 4. Contractual services | $ | $ | $ - | $ - |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ - | $ - |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| Total | $ - | $ - | $ - | $ - |
| **OUTCOME 4** | | | | |
| **Output 4.1** | | | | |
| Output Total from Table 1 | $ | $ | $ - | $ - |
| 1. Staff and other personnel | $ - | $ - | $ - | $ - |
| 2. Supplies, Commodities, Materials | $ | $ | $ - | $ - |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ - |
| 4. Contractual services | $ | $ | $ - | $ - |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ - | $ - |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| Total | $ - | $ - | $ - | $ - |
| **Output 4.2** | | | | |
| Output Total from Table 1 | $ - | $ - | $ - | $ - |
| 1. Staff and other personnel | $ | $ | $ - | $ - |
| 2. Supplies, Commodities, Materials | $ | $ | $ - | $ - |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ - |
| 4. Contractual services | $ | $ | $ - | $ - |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ - | $ - |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| Total | $ - | $ - | $ - | $ - |
| **Output 4.3** | | | | |
| Output Total from Table 1 | $ - | $ - | $ - | $ - |
| 1. Staff and other personnel | $ | $ | $ - | $ - |
| 2. Supplies, Commodities, Materials | $ | $ | $ - | $ - |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ - |
| 4. Contractual services | $ | $ | $ - | $ - |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ - | $ - |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| Total | $ - | $ - | $ - | $ - |
| **Output 4.4** | | | | |
| Output Total from Table 1 | $ - | $ - | $ - | $ - |
| 1. Staff and other personnel | $ | $ | $ - | $ - |
| 2. Supplies, Commodities, Materials | $ | $ | $ - | $ - |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ - |
| 4. Contractual services | $ | $ | $ - | $ - |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ | $ | $ - | $ - |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| Total | $ - | $ - | $ - | $ - |
| **Additional Costs** | | | | |
| Additional Cost Totals from Table 1 | $ 304,200.00 | $ 160,000.80 | $ - | $ 464,200.80 |
| 1. Staff and other personnel | $ 210,000.00 | $ 155,000.00 | $ - | $ 365,000.00 |
| 2. Supplies, Commodities, Materials | $ 4,000.00 | $ 5,000.80 | $ - | $ 5,000.80 |
| 3. Equipment, Vehicles, and Furniture (including | $ | $ | $ - | $ 4,000.00 |
| 4. Contractual services | $ 80,000.00 | $ | $ - | $ 80,000.00 |
| 5. Travel | $ | $ | $ - | $ - |
| 6. Transfers and Grants to Counterparts | $ 10,200.00 | $ | $ - | $ 10,200.00 |
| 7. General Operating and other Costs | $ | $ | $ - | $ - |
| **Total** | $ 304,200.00 | $ 160,000.80 | $ - | $ 464,200.80 |

| | Recipient Organization 1 UNDP | Totals Recipient Organization 2 UNICEF | Recipient Organization 3 | Totals |
|---|---|---|---|---|
| 1. Staff and other personnel | $ 210,000.00 | $ 155,000.00 | $ - | $ 365,000.00 |
| 2. Supplies, Commodities, Materials | $ 85,000.00 | $ 5,000.80 | $ - | $ 90,000.80 |
| 3. Equipment, Vehicles, and Furniture (including Depreciation) | $ 94,000.00 | $ - | $ - | $ 94,000.00 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4. Contractual services | $ | 542,292.00 | $ | - | $ | - | $ | 542,292.00 |
| 5. Travel | $ | 5,000.00 | $ | - | $ | - | $ | 5,000.00 |
| 6. Transfers and Grants to Counterparts | $ | 135,000.00 | $ | 260,560.00 | $ | - | $ | 395,560.00 |
| 7. General Operating and other Costs | $ | 50,200.00 | $ | - | $ | - | $ | 50,200.00 |
| Subtotal | $ | 1,121,492.00 | $ | 420,560.80 | $ | - | $ | 1,542,052.80 |
| 7% Indirect Costs | $ | 78,504.44 | $ | 29,439.26 | $ | - | $ | 107,943.70 |
| TOTAL | $ | 1,199,996.44 | $ | 450,000.06 | $ | - | $ | 1,649,996.50 |