United Nations Development Programme

U N
D P

Project Document

United Nations Development Programme
Guyana Country Office

Project Title	Enhance Public Trust, Security and Inclusion (EPTSI)
UNDAF Outcome(s):	Empowered individuals and groups, strengthened institutions and an enabling constitutional and human rights framework (UNDAF outcome 2)
Expected CP Outcome(s): *(Those linked to the project and extracted from the CPAP)*	Social Cohesion and peace building approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard paid to gender, the promotion of human rights, and the rule of law.
Expected Output(s): *(Those that will result from the project and extracted from the CPAP)*	1. <u>Youth Empowerment and Livelihood</u> 2. <u>Enhancing Community Dialogue and Social Cohesion</u> 3. <u>Reduce risks</u>
Implementing Partner:	UNDP
Responsible Parties:	Government of Guyana through the Min. of Culture Youth and Sport, Min. of Labour Human services and Social Security, Min. of Local Government and Regional Development, Min. of Home Affairs, Min. of Education, Regional and Neighbourhood Development Councils, Village Councils. NGOs and FBOs.

Brief Description

This project aims to strengthen efforts towards deepening democratic practice and sustainable peace in Guyana. In particular, the project will:

1. Empower youth (and particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change
2. Enhance local capacity for participation in governance and enhance community security and safety
3. Strengthen the public discourse centred on inclusion and the constructive resolution of conflicts.

Programme Period:	2008 - 2011	**2008 budget:**	_____
Key Result Area (Strategic Plan):_____		Total resources required	6,960,000.00
Atlas Award ID: _____		Total allocated resources:	5,600,000.00
		• Regular	_____
Start date:	August 1, 2008	• Other:	
End Date	December 31, 2011	○ Donor	_____
		○ Donor	_____
PAC Meeting Date _____		○ Donor	_____
Management Arrangements	DEX	○ Government	_____
		Unfunded budget:	1,360,000.00
		In-kind Contributions	

Agreed by Government of Guyana: _____

Agreed by UNDP: *Carlos dz Castillo* OIC CARLOS DZ CASTILLO 18 AUG 08

00 62784 Project No.

INTRODUCTION – BACKGROUND AND CONTEXT

Guyana has made significant strides in recent years in consolidating democratic governance, social peace, and development by opening up both its polity and economy. Key steps include reaching agreement on, and continuing the implementation of, comprehensive constitutional reforms, and efforts by all stakeholders to promote greater dialogue and inclusion among the country's different groups in order to advance the socio-economic development of Guyana.

In particular, political dialogue and peaceful competition that ushered in violence-free elections in August 2006 were followed by a climate of general stability that saw Guyana successfully host the Rio Group Summit as well as Cricket World Cup West Indies 2007.

Between 2003 and 2006, the Social Cohesion Programme, implemented by Guyana with UN assistance, saw the building of national and local capacities for dialogue and for the reduction of inter-ethnic tension. An independent evaluation of the programme in October 2006 determined that the programme had made a contribution to the violence-free election in 2006, and to an increase in the levels of public trust and confidence in the country. The evaluation also recommended that these initial gains needed to be consolidated through a deepening of social cohesion, and trust-building activities, at the community level.

In this context, however, the complex challenges of achieving the Millennium Development Goals, and reducing poverty whilst constructively managing the country's ethnic and social diversity, coupled with growing threats to the security of citizens and communities, all warrant a strengthening and expansion of ongoing efforts. New efforts towards greater inclusion and constructive conversation among different stakeholders are also fragile, and in need of continued nurturing and consolidation.

Unmistakably, there is just as critical the need to match many of the reforms which have taken place in the democratic framework of the state with the constant advancement in the economy and reduction of poverty, and improved quality of life for all, as contributing variables for social and political stability. Guyana's movement from a low income country to a low middle income country will contribute to a more stable environment.

Interventions in the security and justice sectors with two significant loans from the IDB and a large grant from the British government through DFID will contribute in the same period toward the modernization of the two arms of Law and Order. Included are initiatives that enhance community-police relations and the development of "Safe Neighbourhood" communities.

The present Global Crisis in Fuel and Food prices poses serious challenges to Guyana's social, economic and political development. These new and continuing challenges are also paralleled by several opportunities. Guyana's economy continues to grow, and it is strategically placed in the region to play a greater role, particularly in relation to food security. Furthermore, donor support towards the diversification of the agricultural sector and the strengthening of its competitive strategy will also contribute to an expanding economy and a growing and maturing business sector with better capabilities to support efforts to build a more inclusive and advanced society.

Therefore, the timeliness of this intervention will contribute to Guyana maintaining its newly acquired middle income status and advancing the capacity of its young population to use these new challenges to its advantage

With a small population spread over a relatively large landmass, with high investments per capita, the challenge will be to improve the timely delivery of services and to harness greater involvement of the communities in their own improvement and welfare in order to build more sustainable development at all levels.

Leaders of religious organizations, the business community and the media, who have significant sway over public opinions and attitudes, remain committed to broadening their initial efforts towards building greater tolerance and inclusion. Perhaps most significantly, many organizations and groups, both governmental and non-governmental, who had mobilized and built their capacities to promote inclusion, dialogue, cohesion, and participation at the national and regional levels over the past two years, still remain motivated to deepen their work at the community level, where it could have the greatest impact in terms of building a truly inclusive society.

In the first quarter of 2008, following criminal violence against civilians in the townships of Lusignan and Bartica that left twenty-three civilians dead (including 5 children), the President convened a series of National Stakeholders' Forum meetings inclusive of the parliamentary political parties, the religious community, the business sector, the labour movement, women's groups and citizens' groups to examine the crime situation and the growing levels of violence and to build a national consensus in opposition to this trend and to enhance citizens involvement in crime-fighting and improving public safety.

While these two tragic events demonstrated Guyana's continued vulnerability, the agreements reached at the National Stakeholders' Forum demonstrated the potential for addressing critical challenges on the basis of dialogue and consensus. The Forum recommended a number of measures at both the national and local levels for enhancing public security and trust.

The President's recent initiatives to have cross-country community meetings coupled with meetings held with the leaders of the religious community, private sector and the labour movement on the global crisis on Fuel and food prices and its impact on Guyana, more especially the poor and vulnerable, demonstrate that this form of consultation and inclusion is an institutionalised and integral component of the political fabric of the country.

While Guyana's bilateral and multi-lateral partners are providing support to national institutions, mentioned previously, the Government has requested UN assistance at the community level, where the introduction of economic livelihood activities alongside non-violent conflict management and other interventions will contribute to longer-term security, trust, and cohesion.

II.   STRATEGY FOR ADDRESSING CURRENT CHALLENGES, AND OBJECTIVES OF THE PROGRAMME

Whilst it is recognised that the challenges currently faced by Guyana globally, regionally and nationally, could undermine peace as well as sustainable development in the long run, at the same time they also hold the opportunity for greater advancement of the country. Therefore, the Building Trust Framework within this context provides an opportunity to address some of these gaps. Specifically:

a. Involving and preparing communities, families and youth to be engaged in positive productive activities in order to reduce susceptibility to crime and violence, and thus reduce opportunities to destabilize communities.

b. Build on and strengthen interventions in promoting inter-ethnic harmony and social cohesion and reducing distrust and insecurities at the local level.

c. Develop a culture of a responsible and ethical media contributing through improvement of standards and quality to enhance interventions to build unity and a sense of national pride and dignity.

d. Use the opportunity of a new local government system to encourage greater participation and inclusion of communities and greater accountability of their elected officials in the delivery of available goods and services.

In this context, an inter-agency UN team, in consultation with the Head of the Presidential Secretariat (HPS) and the Presidential Adviser on Governance, engaged a broad spectrum of stakeholders in July 2007 and in March 2008 in order to identify the manner in which UN could best contribute to Guyana's efforts to address these challenges. Extensive conversations between team members and stakeholders yielded some recurrent themes and concerns. Among these are:

    a. The need for expanded and focused efforts to provide youth with relevant vocational and life skills as well as to lessen perceptions of alienation from national processes;

    b. The importance of strengthening local governance institutions so as to deepen democratic practice and involve local communities in decision-making, and to increase the capacities of these institutions for the peaceful management of disputes and tensions;

    c. The need to empower local communities, through training and building relevant capacities, to understand and take advantage of emerging opportunities to develop and manage their communities

    d. The need for greater trust among citizens, and the deepening of norms of cohesion, inclusion, collaboration, tolerance and peaceful coexistence;

    e. The necessity of a public discourse oriented towards the promotion of tolerance and inclusion, and for building the critical role of the media and religious leaders in this regard.

The following were then identified as critical areas of engagement (outputs):

1. **Youth Empowerment and Livelihood – empowering youth and (particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change,** encouraging greater participation of youth in their communities, organizations, regional and local government decision-making; the expansion of skills training programmes for youth and women (especially single parents) to allow for their integration and participation in gainful economic activity, systematic assistance for youth in developing small and cooperative enterprises in fragile communities with potentially high levels of tension and insecurity; cross-community sporting and cultural programmes, promoting messages relating to inclusion and to undermine prejudice and cultural intolerance in these areas ; and the training, recruitment, and deployment of youth, especially women, and other community leaders as community level mobilizers and peace-builders, to be eventually accredited to local government bodies as full-time mediators,

2. **Enhancing Community dialogue and Social Cohesion — enhancing local capacity for participation in governance and enhancing community security and safety**, by strengthening local government bodies, including the Regional Democratic Councils (RDC), Neighbourhood Democratic Councils (NDC) and Amerindian Village Councils (AVC) in areas of tension and polarization; and assisting both local governments and communities and organizations in developing capacities for establishing common priorities and inputs for inter and intra-community dialogue and peace. Equal emphasis will be devoted to enhancing community security through better relations between local government bodies, law enforcement agencies and communities, and through the development and implementation of community safety plans by the communities themselves, so that local safety and security concerns can be addressed in a collaborative manner.   This would be further supported through working directly with the communities for the reduction of potential inter-community conflicts; establishment of sustainable community resources for the peaceful management of differences/conflicts; ensuring access to alternative means for dispute resolution; and providing local officials from across communities with the specific skills sets necessary for constructive negotiation and consensus formation.

3. **Reducing Risks –** Through enhanced communication and information-sharing at the community/NDC levels, as well as with a responsible media, focusing on inclusion and the constructive resolution of conflicts, to convey positive experiences and messages on reconciliation and civic culture and public education to promote awareness of constitutional and other reforms; as well as through an appreciation of heritage, history and cultural diversity build a sense of national pride and a shared future.

Intended outcome: Interventions and Initiatives factored into the national development framework to reducing real or perceived perceptions of insecurity, using creative social cohesion and peace-building approaches which are designed and integrated into programmes implemented at the national and local levels. These will be in keeping within the constitutional and legal framework of Guyana with due regard to the promotion of human rights. Focus of implementation will begin with regions facing risks of social tension, regions 3,4,5,6, and 10, with specific attention to those fragile communities with a community- driven approach, ownership and thrust.

RESULTS AND RESOURCES FRAMEWORK

Intended Outcome # 8 as stated in the Country Programme Results and Resource Framework:
Social Cohesion and peace building approaches factored into national development frameworks and integrated into programmes at the national and local level to reduce real or perceived sentiments of insecurity. Due regard paid to gender, the promotion of human rights, and the rule of law.
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
- Increase in employment rates among youth - Increased confidence in electoral processes - Increased stakeholders confidence in governance systems and process - Multicultural curriculum developed and implemented in educational institutions - Increased # of individuals and groups working in peace building and conflict resolution by region - RDCs, NDCs, AVCs, NGOs and other institutions involved in sustainable conflict management/resolution initiatives - Inter-faith, inter-cultural & community groups involved in sustainable initiatives to reduce conflict at the local community level - Visible improvement in the independence of the media and improved media reporting styles. - Increased # of individuals, institutions and communities with knowledge and skills in peace education.
Applicable Key Result Area (from 2008-11 Strategic Plan):
Partnership Strategy This project will see the involvement of donors in the collaboration with UN agencies, Government of Guyana (GoG) and Non Governmental Organisations (NGOs). This approach is expected to contribute to the avoidance of overlaps and ensure efficient and sustainable responses to conflict management and conflict resolution. Specifically the GoG will support the identification of Government Agencies who will serve as Implementing Partners as well implement some activities themselves. UNDP will issue contracts to both the government agencies and NGOs for the implementation of specific activities.
Project title and ID (ATLAS Award ID): Enhance Public Trust, Security and Inclusion

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

Output 1 Youth Empowerment and Livelihood
 	
Empowering youth (and particularly women) to participate fully and constructively in governance, and to serve as agents for peaceful change—through expansion of skills training programmes and community participation
 	
Baseline: Low level of participation by youth and women in governance structures and absence of adequately trained person to
 	
Indicators:
1. Number of young people who have completed relevant skills training programmes.
2. Number of cooperative and small scale enterprises/self employment created by youth; and/or youth retaining employment for 12 months; in areas identified as most fragile and vulnerable to potential tensions (especially regions 3,4,5, 6, and 10);
3. Number of youth starting community development projects with designated outputs for the community that are achieved.
4. Number of community clubs for youth formed and functioning; number of existing clubs functioning.
5. Number of functioning community organizers and youth mediators at the NDC levels;
6. Number of cross-community cultural and sport programmes and assessment of contribution to a more harmonious environment.
7. Number of males overall involved in various components of this output and enhanced self-esteem and civil-mindedness.
 	
Targets: 300 young persons per year place in new jobs or begin business; 40 community projects developed and at least 50 youth conversant in community organising and conflict transformation skills.
	1.1 Community based surveys to assess numbers and skills needs of unemployed youth.
	  Action - Survey of unemployed to determine skills needs.
	
	1.2 (600) six hundred young people per year complete relevant skills training and job placement/apprenticeship programmes through existing center-based expanded Government skills training programmes, including civil education, conflict management, negotiation and inter-personal skills.
	  Actions - Develop training for youth at the NDC level; Integrate youth from communities into expanded government-centered skills training programmes.
	  Action - Encourage the formation where possible of small cooperative and small-scale enterprises; attachment as apprentices and involvement in gainful economic activity.
	
	1.3 Strengthen and expand community clubs/groups at the community levels. Assist with training to manage and organize their club activities.
	  Action- Work with and /or establish community youth clubs including sport and cultural groups.
	  Action - Start up funds for cross-community collaborative projects. Enhanced community involvement by youth in the aesthetics and well being of their communities through programmes for environmental enhancement.
	
	1.4 Training 100 youth in community organizing and conflict transformation skills, and their recruitment and deployment as community organizers for inclusively developed community-level projects, and for the facilitation of dialogue-promotion and conflict resolution activities.
	  Action - Build negotiations, leadership and conflict transformation skills
	  Action - Identify, train and develop a network of community facilitators and mediators for the promotion of trust and dialogue in NDCs.
	
	1.5 Provide alternatives to violence through inter-religious, cross-community cultural and sporting programmes. Special focus on young males
	  Action - Multiple local youth, sporting community competitions, from primary to junior, to adult levels.
	  Action - Support for community sport /games clubs
	  Action - Multiple cultural community events
	  Action - Public awareness/information based campaigns
	  Action - Assist community-based religious organizations in promoting inter-community harmony and dialogue.
	  Action - Assist dysfunctional families, youth offenders in their community/family reintegration
		Neighbourhood Democratic Councils/Ministry of Culture Youth & Sport/
		
		Ministry of Labour Human Services & Social Security /Ministry of Education
		
		Community Based Organisations/ Neighbourhood Democratic Councils
		
		Community Based Organisations/ Neighbourhood Democratic Councils
		
		Faith Based Organisations /Ministry of Culture Youth & Sport/
		
		Ministry of Labour Human Services & Social Security /Non Governmental Organisations.
			3, 082,000

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

Output 2 Enhancing Community Dialogue and Social Cohesion
 	
Enhancing local capacity for participation in governance and in the development of initiatives to resolve conflicts and contribute to community security
 	
Baseline: Interventions must be based and grounded in the communities themselves and driven by the communities.
 	
Indicators:
1. Positive and measurable level of community participation in programmes.
2. Number of local forums community led for dialogue and resolution of differences
3. Decrease in incidents of inter-community or inter-ethnic tension, as determined through an initial baseline survey, at the NDC level.
4. Decrease in incidents of petty crime such as praedial larceny, domestic violence, as well as violent tension, as determined through an initial baseline survey, at the NDC level;
5. Number of women who are empowered to play an active role in their communities (e.g. representation on community councils, gainfully employed, reporting crime and domestic violence).
6.Increase in incidents of voluntary cooperation between police and communities;
7. Number of community safety plans created and functioning.
 	
Targets: One baseline and one post programme survey conducted in five regions; 5 community security baseline surveys in 5 regions; 25 community peace mechanisms established in 5 regions; 25 community safety plans established in 5 regions; 150 persons trained in negotiation and conflict transformation skills from 5 regions.
	2.1 Carry out baseline surveys at the NDC levels.
	
	   Action – Activity ddesign plans & procedures completed.
	
	2.2 Identify the communities; designate/establish the community organizations to implement plan/activities.
	
	2.3. Identify the leadership and skills needs
	
	   Action - Build and strengthen local forums and mechanisms promoting community-government dialogue, resolving irritants, conflicts
	
	2.4. Plan programmes for implementation and establish the mechanisms for community oversight
	
	   Action - Establish ad hoc district and neighbourhood level mechanisms, in selected areas to promote the peaceful settlement of differences/disputes, identify means for the implementation of community safety plans and promote tolerance and dialogue.
	
	2.5 Undertake baseline security & safety assessments to inform the development of community safety plans
	
	   Action - Base-line surveys in 16 NDCs
	
	2.6 Community-led development of community safety plans (in tandem with CSP and SSRP)
	
	   Action - Assist local forums to expedite the development and implementation of community safety plans and to identify contentious issues
	
	2.7 Build negotiation, leadership and conflict transformation skills
	
	   - Workshops with local communities including local government administrators, local elected officials, police officers, community-led organizations in vulnerable /fragile communities.
	
	   Action - Development of community-based network of facilitators
		Ministry of Home Affairs / Guyana Police Force/ Community Based Organisations / Neighbourhood Democratic Councils
		
		Inter Religious Organisations/Ethnic Relations Commission/ Faith Based Organisations
		
		CPGs / Community Based Organisations /
		
		Faith Based Organisations / Neighbourhood Democratic Councils /NPs/ Guyana Police Force
			1,642,000

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 3 Reduce risks causes of contention which potentially lead to violence through responsible information –sharing Baseline: 1. Increase in instances of cross-community facilitation and confidence-building by community leaders; 2. Increase in use of positive and peace-oriented programmes and messages by the media; 3. Application of the media code of conduct (including through the establishment and application of a common monitoring system), and increase in instances of admonishment of violators by peers;	3.1 Supporting positive conflict resolution content and good media practices; focus on history, heritage and civic education and building national pride and dignity. 　Actions - Capacity building of press association 　Actions - Development and monitoring of voluntary professional codes of conduct 　Action - Development and dissemination of content. 3.2 Strengthen communication networks to improve community awareness of available services and how to access Action - improve ability of NDCs to facilitate communities knowledge (e.g. procurement/tenders procedures, status of budgeted works) and information on how to access to school uniforms, single parents, public assistance) Action - train local government organs in facilitating access at community/neighborhood and national level. 3.3 Support the development of community informational mechanisms e.g. bulletins/poster boards at the NDC level to develop community pride and information sharing.	Media GPA *RDCs/NDCs/CBOs* *RDCs/NDCs/CBOs*	$250,000
Staffing, Project support and Administrative costs			<mark>$1,500,000</mark>
GMS			<mark>$485,000</mark>
TOTAL			$6,960,000

- "Two Annual Work Plans (AWPs) for the period august 2008-December2008 and January 2009-December 2009 will be developed and signed within 1 month of the signing of the project document. The AWPs will provide a detailed activity plan expected to be accomplished during the first year and four months of the programme. "

MANAGEMENT ARRANGEMENTS

UNDP will be the executing partner of the Government of Guyana in the implementation of this proposal. To this end a Programme Management Unit (PMU) will be established and operated by UNDP at its office 42 Brickdam.
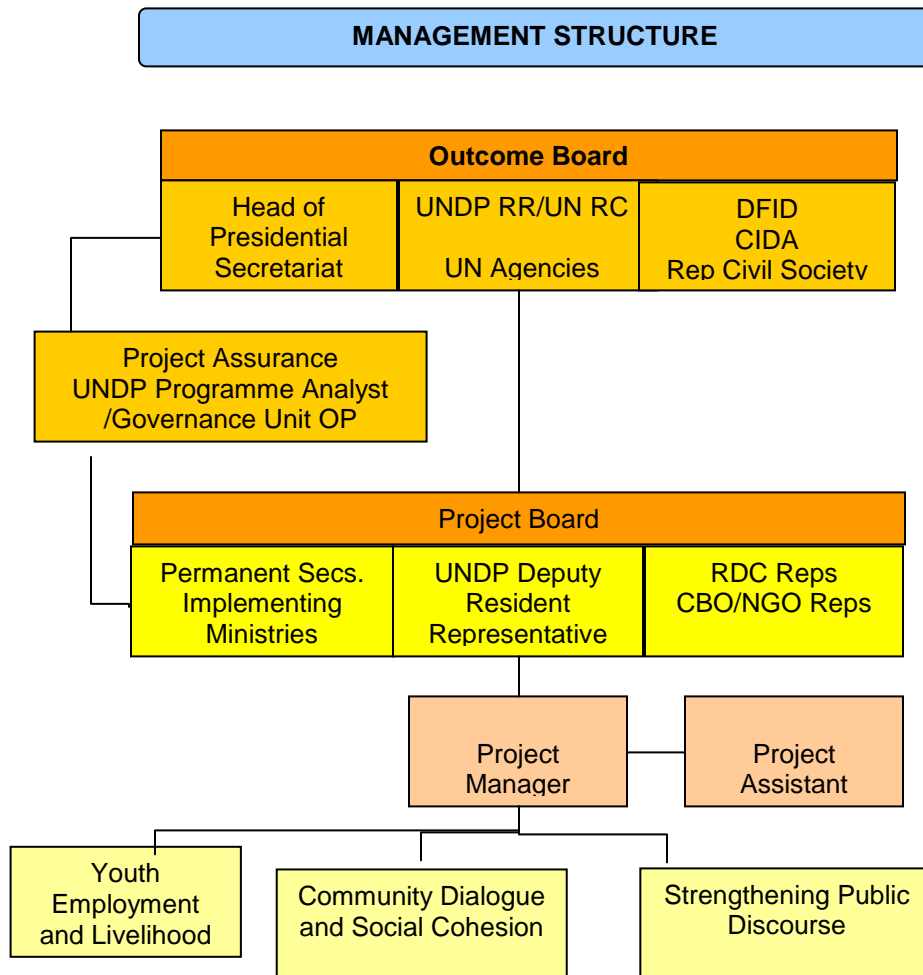
An Outcome Board comprising the Head of the Presidential Secretariat (Office of the President), a civil society representative, contributing donors and the Heads of UN Agencies in Guyana, and the UNDP Resident Representative/UN Resident Coordinator, will govern the programme. The Outcome Board will be co-chaired by the HPS or his representative and the UNDP Resident Representative/UN Resident Coordinator. The Outcome Board will meet on a half yearly basis and is expected to provide strategic and political guidance.

A Project Board comprising representatives of implementing agencies, including Ministries, Regional Democratic Councils, Community Based Organisations and Non Government Organisations will meet on a quarterly basis. Based on the approved annual work plan (AWP), the Project Board will meet on a quarterly basis and may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. In addition the board will be responsible for making by consensus management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.

Additionally, a UN internal and inter-departmental Core Group, comprising members of the PMU, the UNDP Resident Representative/UN Resident Coordinator, the UNDP DRR, the UNICEF Representative, and representatives of the Regional Bureau for Latin America and the Caribbean (RBLAC) and the Bureau for Crisis Prevention and Recovery (BCPR), both of UNDP, the UN Department of Political Affairs (UNDPA), and the UN Department of Economic and Social Affairs (UNDESA) will advise on the technical aspects of programme design, implementation and monitoring.

Error!

MANAGEMENT STRUCTURE

Outcome Board		
Head of Presidential Secretariat	UNDP RR/UN RC UN Agencies	DFID CIDA Rep Civil Society

Project Assurance
UNDP Programme Analyst
/Governance Unit OP

Project Board		
Permanent Secs. Implementing Ministries	UNDP Deputy Resident Representative	RDC Reps CBO/NGO Reps

Project Manager

Project Assistant

Youth Employment and Livelihood

Community Dialogue and Social Cohesion

Strengthening Public Discourse

INDICATIVE BUDGET

Funding for this proposal will potentially come from multiple donors including the Bureau for Crisis Prevention and Recovery (BCPR) US$1,000.000, Canadian International Development Agency (CIDA) US$1,000.000, Department for International Development (DFID) US$2,000.000, United Nations Department for Political Affairs (UNDPA) US$1,000.000, and other UN Trust Funds, amounts still to be determined. In the case of the BCPR and the DPA funding will be applied for by the CO through the relevant internal processes (BPAC in the case of BCPR, and to the Trust Fund for Preventive Action in the case of DPA). The pooling of financial resources to meet the cost of the outputs in section III above is being done to make the best use of the available resources.

INDICATIVE BUDGET 2008 – 2011	
Project: Youth Empowerment and Livelihood	3,082,000.00
Project: Enhancing Community Dialogue and Social Cohesion	1,642,000.00
Project: Reducing Risks	250,000.00
Staffing and Administrative Costs	1,500,000.00
General Management Costs	485,000.00
Total Estimated Budget	**6,960,000.00**

VI. COLLABORATIVE ARRANGEMENTS WITH RELATED PROJECTS

The Building Trust Programme is closely linked to a number of ongoing Government of Guyana initiatives, particularly the Citizen Security, Justice Sector Reform, and Security Sector Reform Programmes. It is also predicated on the understanding that the Parliament will complete the process of nomination of members of the constitutional commissions following which the Government will appoint, establish and facilitate their operationalisation.

The effective functioning of the rights commissions, access to justice and improved community relations and community-disciplined forces relations are integral elements of enhanced social cohesion and will be addressed not in the Building Trust programme but in the other three. A regular coordination meeting will be established with the PMUs of the three programmes mentioned above so as to ensure effective monitoring of synergies as well as synchronization of activities especially in the areas of community dialogue and support to national institutions. It is expected that the presence of the Head of the Presidential Secretariat as co-chair of the Steering Committee will enhance linkages and coordination between all 4 programmes.

In addition, a regular coordination mechanism between UNDP, DFID, IADB, CIDA and the PMUs will be encouraged to maximize the impact of complementarities and synchronized implementation. The Thematic Group on Governance (or a future TG on Security) will also be a natural forum of information sharing with other programmes.

MONITORING FRAMEWORK AND EVALUATION

At the inception of the project, a baseline study will be carried on the 3 main output areas and monitoring systems and information collection instruments will be developed. In addition and in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➢ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Midterm and End of project evaluations

➢ **Project Evaluation**: A midterm review will be held in the second half of year 2 but no later than the beginning of year 3. This will be a formative evaluation aimed at assessing progress made to date and identify necessary course corrections on the basis of results achieved and challenges faced and changes in national or local contexts. An independent final project evaluation will be conducted at the end of the project.

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

United Nations Development Programme

---

1   ANNEXES

ANNEX I: RISK LOG

Project Title: Enhance Public Trust, Inclusion and Security	Award ID:	Date: May 2008

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of shared commitment by Government, civil society, political parties and communities	May 2008	Political	For such programme to be really effective, it needs to address the shared needs of opposing stakeholders. As a result, it needs to be perceived as providing neutral and common space for shared issues and priorities to be addressed. Should all groups not perceive themselves as having a stake in the success of the programme, the probability of building trust and cohesion will be very low P = 4 I = 5	The development process was fully consultative. The management arrangements are designed to encourage continued engagement of varied stakeholders	Steering Committee	UNDP		
2	Low capacity of local government organs: most organs suffer from lack of renewal for more than a decade and may be under-staffed to manage large territories		Regulatory / Political	The status quo in local government, local elections and the resulting lack of empowerment of local government will mean weak local government institutions. The community component of the programme will be adversely affected. Were the local government reforms and local government elections to be held in 2008, this concern will be lessened and focus would shift to assisting the new bodies to implement in their new framework. P = 3 I = 3	Emphasis will be placed – at least – initially on local community-based organizations, community leaders and a bottom-up community development approach that places local communities at the center of priority definition, planning and implementation. Special efforts will be exerted to involve community-based organizations across political and social divides.	Project Board			

United Nations Development Programme

ANNEX II: Terms of Reference for Programme Management Unit

A Programme Management Unit (PMU) shall be established in a fashion best suited to provide all stakeholders (Government, Civil Society, Community-Based Organizations, etc…) full access. Given the importance of perceived equi-distance to all partners – especially in complex situations – it is important that the PMU be allowed sufficient operational space while reporting through the Project Board and the UNDP Resident Representative to the Steering Committee which will overall strategic oversight.

The PMU shall consist of a Programme Manager and a Programme Associate. The Programme Manager reports to the Deputy Resident Representative of UNDP while the Programme Associate reports to the Programme Manager.

The Programme Manager shall perform those functions necessary to ensure the successful execution of the project, in close cooperation and collaboration with participating Government ministries, the Office of the President and participating UN Agencies. Among the duties of the Programme Manager are:

a) Developing projects with local partners, such as Government Ministries, NDCs, and civil society organizations;
b) Assisting in the implementation, monitoring and reporting on activities;
c) Overseeing the financial aspects of the project;
d) Supervision of the Programme Associate;
e) Preparation of reports, evaluations, and other written documentation as may be necessary;
f) Ensuring smooth communications.

The Programme Associate shall provide support to all the administrative aspects of the project, including logistical, programmatic and financial support. Among the duties of the Programme Associate are:

a) Responsible for all logistical arrangement relating to visiting missions, workshops, conferences, etc.;
b) Facilitate payments of all kinds;
c) Filing of working documents and reports;
d) Procure books, stationary and other such material as may be necessary;
e) Ensure compliance with all UNDP rules and regulations as might pertain.