United Nations Development Programme
Country: Guyana
Project Document

Project Title:	*Guyana Social Cohesion Project II: Supporting Stakeholder engagement and Capacities for Social Cohesion in Guyana in Preparation for Next Elections and Beyond*
UNDAF Outcome:	Strengthened public participation, trust, and confidence in national governance institutions, including the five Rights Commissions, the Parliament, and GECOM.
CP Outcome:	Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.
CP Outputs:	
	Strategic plans, operational tools for three Rights Commissions and GECOM
	National, regional and local level programmes strengthened to support social cohesion and vulnerable groups.
Project Outputs	
	1. Multi-stakeholder forum
	2. Drivers of social cohesion capacity assessment
	3. Inter-party consultation and co-operation
	4. Support to Guyana Elections Commission (GECOM)
Implementing Partner:	UNDP
Responsible Parties:	UNDP

Brief Description

A motion of no-confidence tabled by the opposition is awaiting debate and is likely to be passed when the National Assembly resumes business in October 2014. In the alternative, the GoG could decide to call for early elections before the opposition's no-confidence vote. However, in the now unlikely event that early elections are avoided, the year 2014 is the half-way mark to the next scheduled elections in 2016. Guyana has had a troubled electoral history, with all but two of its elections since independence being violence- or dispute-free. The dynamics of a minority government since the 2011 elections has had the effect of heightening political animosity and accentuating divisions in society. Analysis by the CO, corroborated in frank discussions with both sides of the political divide, suggests that the next elections will be fiercely contested between the ruling and opposition parties and that violence or serious dispute cannot be ruled out. Given the country's history and UNDP's successful social cohesion interventions which led to the first ever peaceful elections in 2006, the CO deems it urgent and opportune to step up its efforts towards social cohesion, elections preparedness and violence prevention. Elements of the proposed project includes continued support to inter-party dialogue on current challenges and on peaceful elections; expanding work with key civil society and private sector leaders; and support to the country's election management body, GECOM.

Programme Period:	2012-2016	2015 AWP budget:	500,000
Key Result Area (Strategic Plan): Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance		Total resources required	500,000
		Total allocated resources:	
Atlas Award ID:	_____	• Regular (BPPS)	100,000
		• Other:	
Start date:	March 1, 2015	○ Donor	_____
End Date	February 28, 2016	○ Donor	_____
		○ Donor	_____
PAC Meeting Date	February 26, 2015	○ Government	_____
		Unfunded budget:	400,000
Management Arrangements	DIM	In-kind Contributions	

Agreed by UNDP:

Khadija Musa, Resident Representative   4/8/2015

Khadija Musa, Resident Representative   Date

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I. Introduction

1. Guyana has made tremendous gains in the consolidation of democracy, protection of human rights and the promotion of social and political inclusion. Steady economic growth over the last decade has seen the country climb to the status of a Lower Middle Income Country and the reduction of the number of people living in poverty. The country has also recorded great progress in almost all the Millennium Development Goals (MDGs). These achievements need to be applauded, consolidated and sustained.

2. In the last two years, however, the country has been going through a period of political uncertainty brought on by the election of its first minority government in November 2011. The Government and the Opposition parties have been unable to forge a working relationship in and out of the opposition-controlled National Assembly. While the two opposition parties have been able to consolidate and use their one-seat advantage in the National Assembly, the relationship between the two and the ruling party has been acrimonious. The inability to reach consensus in the National Assembly has led to a serious gridlock in which the country's legislative and development agendas have been largely derailed. An atmosphere of distrust and belligerence has set in while a return to divisive rhetoric has been evident in public meetings, parliamentary debates and commentaries in newspapers. Some have observed that the current situation bears similarities to the troubled period after the 2001 elections and the lead up to the 2006 elections. Amidst the building polarization, the ruling party and the two opposition parties have taken irreconcilable positions on almost all national issues. The UN Guyana's efforts at encouraging inter-party dialogue, while welcomed in principle by both sides, are yet to gain traction.

3. The gridlock in parliament led to the tabling in July 2014 of a motion of no-confidence in the government. This opposition-sponsored motion is awaiting the resumption of parliament in early October and, if passed, would see parliament dissolved and elections called within 3 months of the dissolution of parliament. The possibility exists that the government could pre-empt the no-confidence motion by calling for early elections. However, even if the opposition's motion and the government's option for early elections were to be somehow avoided for now, the year 2014 marks the half-way point to the next scheduled elections in 2016. The count-down to the next elections has therefore commenced.

4. Analysis by the CO, corroborated in frank discussions with both sides of the political divide, suggests that the next elections, whenever they are called, are likely to be fiercely contested and that violence and/or serious dispute cannot be ruled out both during the campaigns and after the announcement of the results. Given this reality and viewed in light of the country's electoral history, the CO deems it urgent to step up efforts towards national social cohesion and violence prevention. Elements of the proposed project includes continued support to inter-party dialogue on current challenges and on peaceful elections; supporting internal capacity to promote dialogue and prevent violence through working with key civil society and private sector leaders, and media monitoring support to the country's election management body, GECOM.[1]

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[1] Media monitoring by GECOM enforces a code of conduct by the media with regard to how they report on electoral matters and how this relates

II. Context Analysis

5. Guyana is a multi-racial country with a population of approximately 747,000. The country has made significant strides in recent years in consolidating democratic governance, social peace, and development by opening up both its polity and economy. Efforts have been made increasingly to promote greater inclusion of all groups in order to advance the socio-economic development of Guyana.

6. While Guyana is a vibrant democracy, competitive politics has had a checkered record from early on, with the country experiencing disputes or violence with every election before 2006. The two main political parties have traditionally drawn most of their support, respectively, from the two largest ethnic/racial blocs of Indo-Guyanese and the Afro-Guyanese. A new, 'middle-of-the-road' party was launched in 2005 in the hope of introducing an alternative political choice in Guyana. This party registered an improved performance in the 2011 elections where it garnered 10% of the vote. Even with the emergence of this new 'integrator' party, cross-ethnic voting has remained the exception. Identity as well as entrenched prejudices and perceptions play a role in the voting patterns and, in a tight, do-or-die race as the next one is promising to be, the temptation by politicians to stir up the differences may prove to be irresistible. Indeed, it is thought that playing up racial differences and the contested narratives of domination or exclusion makes good politics as it helps to keep ethnic vote blocs 'locked in.'

7. The 2011 elections are generally thought to have been peaceful; the idea that the elections were completely devoid of violence is however contested. For example, in June 2014 the opposition called for the establishment of a commission of inquiry to investigate the police use of force in December 2011 to disperse its supporters who were protesting the results, during which some were injured by rubber bullets. The protests notwithstanding, the results of the elections—which gave the combined opposition a one-seat majority in the National Assembly—set the stage for a new period of a political brinkmanship that has had the country on the verge of a political crisis for the last two and a half years. Initially there was optimism that the elections results signaled a new dispensation in which the Government and the Opposition would embrace negotiation and compromise in order to achieve some aspects of their respective agendas. In reality, however, the parties have been unable to find mutual accommodation, choosing instead a confrontational and acrimonious path. This has led to a gridlock in the National Assembly and, subsequently, a derailment of Guyana's legislative and development agendas. Crucial development projects and legislation have been delayed or seriously disrupted and bills passed by the opposition-controlled National Assembly have not been signed into law by the President.[2]

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to social cohesion. This is separate from support to GECOM's technical functions.

[2] Among the major projects affected by the gridlock are what would have been the country's first hydropower project; the expansion of the main international airport; and the construction of a specialty hospital. Delayed legislations include the crucial anti-money laundering and countering of terrorism (AMLCFT) bill whose non-passage has led to Guyana's referral to the International Financial Action Task Force (FATF) for likely blacklisting for non-compliance. Yet to be assented bills include those on local government; financial management; and presidential retirement. In addition, the opposition have forced a downward revision of the annual national budget for the last three financial years leaving the government to seek remedies in the courts.

8. As the stalemate worsens, pressure has been building on the government to set a date for local government elections (LGE). Despite the constitutional requirement for LGE to be held every three years, these were last held in 1994. In the recent past, the opposition, Western diplomatic missions and elements of civil society have stepped up the demand for the elections.

9. The decision by the Opposition parties to push through with a no-confidence motion when the National Assembly resumes its sittings in October 2014 is the clearest signal yet that the country will hold early elections. The government may yet take steps to pre-empt the no-confidence vote, which action could result in a new calculus as to when the country may hold early elections. However, if the no-confidence motion is passed, the country, including the citizens and the necessary institutions such as GECOM, will have three months within which to prepare for and hold the elections.

10. Given the current situation and considering the country's electoral history, the CO considers it urgent to step up its support for social cohesion and violence prevention. The core focus of the initiative will be to support Guyana to ensure the holding of peaceful elections and to sustain social cohesion and inter-ethnic and communal harmony beyond the elections. Building on the lessons of the original SCP, this project will involve political, civil society, media, youth and private sector leaders in a series of consultations aimed at building a common, non-partisan platform for acting together to promote social cohesion and forestall any possibility of violence during the next elections and beyond.

11. There is also the distinct possibility that given the country's current political, socio-economic, and demographic reality, the next election may yet again yield a hung parliament or a minority. The capacities and platforms that will be developed through this project will also be useful in this scenario in supporting political leaders to negotiate constructively and build consensus around the national agenda.

III. Project Rationale

12. The first ever peaceful elections in Guyana were held in 2006. These were preceded, first, by a crippling national crisis, accompanied with violence, following the 2001 elections and, second, by concerted dialogue, political and legislative reforms and social cohesion interventions led by national and international actors. The Social Cohesion Project (SCP) led by the UNDP has been credited by the GoG, other stakeholders and independent evaluations with the promotion of political dialogue and advancing national social cohesion and reconciliation, thereby playing a significant role in ensuring the violence-free elections in 2006.

13. There are indications that the next elections are going to be tension-filled and closely contested. More specifically, fears have been expressed that the elections could be rocked by violence. At the same time, in conversations between UNDP and stakeholders, it has been suggested that an initiative similar to the pre-2006 SCP would be helpful in light of the expected next elections.

14. The SCP project between 2004 and 2006 was deemed to have been effective and innovative in terms of progress towards its major objectives such as influencing individual, group and social behaviours around democratic dialogue. It entailed a complex mix of political dialogue, political and legislative reforms, and social cohesion interventions. It incorporated a range of peacebuilding activities with diverse groups and institutions at all levels of society (e.g. local government officials, the Ethnic Relations Commission, law enforcement officials, political parties and parliamentarians), and included workshops, trainings, public presentations and consultations. Strong points of the SCP included community and civil society engagement and the involvement of the private sector in the facilitation of some political consultations.

15. A coherent, credible, strategic and politically neutral corps of civil society actors (NGOs, religious leaders, private sector, media and professional association lobbies) is an indispensable resource for promoting social cohesion and preventing violence. Indeed the evaluation of the SCP indicated that the project's successful contribution to "social cohesion and effective mediation" was the result of its ability (through the Ethnic Relations Commission, ERC) to support a national conversation, which saw a wide cross section of people being able to air some of the deeper issues affecting the Guyanese society. One of the key elements in the SCP strategy was the Multi-Stakeholder Forum (MSF) which made it possible for key sectors of society to safely contribute to political dialogue and improved communication across various interests. Unfortunately, the capacity and momentum created before 2006 has since ebbed away for various reasons including emigration of some of the actors; changed priorities in the absence of an immediate national crisis; and the decline of the ERC as a national actor. However, there remains a core of non-state actors who, if supported to organize, could play a crucial vanguard role in promoting more civic discourse and inter-communal harmony.

16. Guyana has a relatively vibrant media, both State-owned and independent. It is recognised that the media plays a crucial role in social cohesion. Indeed, the media have in the past committed to a Code of Conduct, monitored by GECOM during the last three elections, aimed at ensuring balanced, fair and objective reporting on elections. An aspect of this proposal entails working with GECOM with regard to media monitoring, and directly with media houses on ways of promoting social cohesion.

17. GECOM has itself indicated that it is ready to manage both national and local government elections whenever they are called. However, the ruling party has severally raised concerns about GECOM's preparedness to conduct elections. The party has also raised concerns about the management of the List of Electors (LoE). GECOM recently hired a new Chief Elections Officer and his deputy both of them with the endorsement of all the parties. The across-party endorsement of the new officers is a positive sign. In light of this, it would be necessary to involve the UN Elections Assistance Division (EAD) in carrying out an assessment of election preparedness and needed support.

18. Furthermore, as indicated above, local government elections were last held in 1994 and, therefore, if these were to be called (likely to be soon after the snap elections), most voters would be participating for the first time while GECOM would be managing such elections for the first time in 20 years. Three new local government-related laws passed in 2013 (and a fourth is pending) which have implications on the voting and management of local governments. Voter education and GECOM capacity and preparedness therefore become paramount for both elections.

19. In proposing this project, the UNDP recognizes that the current context is considerably different from that during the original SCP. In particular, whereas the SCP I was undertaken in the context of debilitating crisis and violence, SCP II seeks to proactively reduce the possibilities of violence given the current political stalemate. In addition, the emerging consensus for a second-phase Social Cohesion Project (SCP II) provides a key entry point to support Guyana by pursuing a multi-stakeholder approach to social cohesion and violence prevention. UNDP will be building up on both previous and ongoing engagements with stakeholders. Over the last two years, for example, the CO has maintained open and respectful dialogue with the three political parties and, in November 2013, presented a detailed proposal to the parties for a facilitated and structured process of dialogue. This proposal was accepted in principle and will be one of the building blocks for SCP II.

IV. Theory of Change

20. This project is underlain by the idea that the engagement of multiple stakeholders in structured conversations in a divided society would help generate widely acceptable options and actions for preventing violence and enhancing social cohesion. With sufficient social cohesion and consensus, society can move forward to address the fundamental sources of division and tension. The short-to-medium-term goal of promoting social cohesion and preventing violence in the next elections in Guyana is part and parcel of the broader and longer-term need for sustained social cohesion. Social cohesion in Guyana is made tenuous by the political divisions in the country which also correspond to racial-ethnic fissures, leading to claims and perceptions of exclusion and discrimination. The long-term remedy for the real and perceived racially-inspired exclusion lies in the evolution of politics in Guyana away from a focus on race and identity to issues affecting all Guyanese regardless of identity. This evolution in itself requires the engagement of people across party and racial lines in defining a new political culture. In the near future, managing the tensions generated by political competition and perceptions of exclusion requires the building of capacity for managing dialogue and mediating between the various actors and interests. These capacities need to be vested in a core group of strategic actors with the ability to reach out and communicate across lines of divisions. The ability of multiple stakeholders to form a common, non-partisan platform will increase their effectiveness while ensuring sustainability. In the short-term, supporting the elections management body, GECOM, to run a credible election will both curtail instances of media mal-reporting on the elections and increase the likelihood of the results being accepted.

V. Project's Specific Outcome, Outputs, Activities and Results

a. Project Specific Outcome

21. Social cohesion and capacity for violence prevention in the lead up to the next elections enhanced through increased consultation and engagement between and among key institutions and sectors of society including GECOM, political parties, civil society, communities, media and the private sector.

b. Project Outputs

22. The project has four outputs:

1. Multi-stakeholder Forum

2. Drivers of social cohesion capacity assessment

3. Inter-party consultation and co-operation

4. Supported GECOM

c. Project Activities and Results by Output

23. The proposed activities assume that elections will be held ahead of the 2016 regular schedule as a result of either a no-confidence vote by the National Assembly or a decision by the Government to call early elections. In the (unlikely) event that early elections are avoided, the activities will be geared towards continued political dialogue initiatives and social cohesion in preparation for the scheduled next elections in 2016.

Output 1: Multi-Stakeholder Forum (MSF)

24. The MSF is intended to aid in the sensitization of the Guyanese society to their own roles in helping to counter ethno-racial polarisation as the country heads to the elections. This will entail initially working with a core group of people from across the political spectrum and various civil society sectors (religious, NGOs, private sector, media, trade unions, etc.) to develop a common understanding of the useful and non-partisan roles they could play in the promotion of social cohesion now and in the lead up to the next elections. The Core Group will then be tasked with working together to develop a plan of action in consultation with stakeholders. Among the people to be included in the Core Group are individuals previously involved in the SCP and a group trained by the UNDP in 2013 under the EU-funded 'National Capacities for Dialogue.' Specific actions will include:

- Consultations with civil society groups to define and agree on a non-partisan, inclusive platform
- Organization of stakeholder public forums between and among political parties, civil society, religious and private sector leaders, professional associations, etc., on steps towards sustaining social cohesion, resolving the current political stalemate, and ensuring peaceful elections. Partnership will be built with the University of Guyana, youth groups, the National Assembly and the political parties in convening the stakeholder forums
- Development of a plan of action towards promotion and monitoring of social cohesion during and after the elections
- Training in conflict analysis skills, dialogue and facilitation skills, and joint assessment of opportunities for constructive engagement.

Results:

An inclusive multi-stakeholder Core Group is formed and effectively carries out actions agreed upon by the stakeholders

1. Stakeholders agree on and implement strategies to promote social cohesion and prevent violence.
2. The Core Group of the Forum holds regular consultations with political party leaders and the Speaker of the National Assembly.
3. A plan of action towards social cohesion during and after the elections developed
4. A core group is trained in dialogue facilitation and conflict analysis, and is engaging key stakeholders on social cohesion.

Output 2: Drivers of Social Cohesion Capacity Assessment

25. In order to help direct the social cohesion initiative in the immediate and mid-term, the project will carry out a baseline 'drivers of social cohesion' assessment. The assessment will be aimed at capturing existing national capacities, and gaps which could be the focus of capacity building support. The assessment will also highlight any possible sources of vulnerability particularly in the run-up to, during and after the next elections. The assessment will feed into the work of the Multi-Stakeholder Forum, and also the work of individual actors such as the Government, the private sector, and civic organizations in developing their own initiatives to advance social cohesion.

Results

A report which describes and analyses the drivers and inhibitors of social cohesion and makes recommendations for how to strengthen social cohesion and prevent violence in the future, and the utilization of this report for further planning by key stakeholders.

Output 3: Inter-party consultation and co-operation

26. This element will seek to continue with and strengthen ongoing efforts aimed at encouraging dialogue and consultation between the political parties. It is proposed to pursue the dialogue option both in the context of the current gridlock and in preparation for the next elections. Specific actions at this level will include:

- In the event that early elections are not called, a focus on the 'structured dialogue' between the key leaders that was already suggested to the parties and accepted in principle.
- In the event of snap elections, the CO will focus on encouraging the parties to agree on rules of the game and to uphold ethical campaign standards which avoid actions that could jeopardize social cohesion.
- At a second tier, support to the Speaker of the National Assembly in his role as a neutral convener of MPs.
- Building a linkage between the civil society stakeholder forums and political actors through interactive meetings on issues of the day.

Results:

1. *Political party leaders commit to constructive consultations on issues that may affect the peaceful conduct of the next elections.*

2. *The Speaker of the National Assembly convenes at least 4 experience sharing meetings for MPs from across the party lines, and MPs are familiarized with and apply methods for constructive negotiation and consensus-building (depending on the electoral timetable, this activity could be done for both the current parliament, as well as the new parliament following elections).*

3. *Sustained engagement is achieved between political party leaders and members of the National Assembly on the one hand, and civil society on the other, on issues related to social cohesion.*

Output 4: Support to GECOM

27. Electoral Support will focus on three areas:

- Recruitment of an ICT expert to oversee GECOM's ICT department in the lead-up to the next elections
- GECOM supported to ensure the Media Monitoring Unit (MMU) is functioning
- Electoral Support Assessment

Results:

1. *ICT expert for GECOM recruited*

2. *GECOM's Media Monitoring Unit (MMU) is revived and supported; media monitoring is sustained throughout the electoral period; and incidents of media malpractice identified and acted on.*

3. *Common framework is agreed and or updated between GECOM and media houses for reporting on election-related matters, and on parameters for violations.*

4. *An electoral support assessment is carried out with the support of the Electoral Assistance Department of the UN, and GECOM is supported to implement relevant recommendations of the electoral assessment report.*

VI. Gender Considerations

28. All the activities of this project will seek to ensure the equal participation of men and women, including in any leadership roles that may emerge. Previous social cohesion initiatives in Guyana have shown that it is not impossible to attain equal participation of men and women.

29. Specifically, the project will ensure that:

(i) A third of all participants in workshops, training sessions, and capacity-building exercises are women;

(ii) The roles and potential of women's rights and advocacy organizations in advancing social cohesion is assessed in a central way in the conduct of the social cohesion assessment, as is the impact gender relations and parity on social cohesion, and that the relevant

actors and institutions are assisted in acting upon the pertinent conclusions from the assessment.

(iii) The roles of women and women's organizations in ensuing a free, fair, and peaceful national poll is assessed as a part of the electoral assessment, and appropriate capacities built as a result.

VII. Political Support for the Project and UN Role

30. Over the last 2 years, the Resident Coordinator (RC) supported by the Peace and Development Advisor (PDA) has maintained contact and engagement with both the Government/ruling party and the opposition parties. Through this engagement, a formal proposal for structured dialogue was presented in November 2013 and accepted in principle by both sides. The RC and the PDA have maintained strong relations with the Office of the President, the Parliament Office, and the leaders of the political parties. This project will build on these already ongoing engagements.

31. More specifically, however, this proposal responds directly to a strong suggestion by the Government and other stakeholders that, due to the current gridlock and its consequences on the political environment and social dynamics, an initiative similar to the Social Cohesion Project is deemed to be necessary. In addition, the GoG has requested the RC to lead in ensuring coordinated support to GECOM. This proposal is a response both to this specific expressions of interest on the part of the Government and stakeholders and the UN's own assessment of the current context.

32. The involvement of the UN in general and the RC in particular increases the value and credibility of this initiative and underlines the UN's neutral convening role. The RC will be the overall leader of this project with the support of the PDA. While the PDA will take on the role of maintaining the day to day engagements with the project stakeholders, the RC will offer the overall leadership and will be the convener of the key activities of the project. The RC and the PDA will work together with stakeholders to determine points at which external support of colleagues and consultants will be required.

VIII.   Project Risks and Risk Management Strategies

33. The risks that the project could face, and the strategies to manage these risks, are identified below:

Risks	Mitigation Strategies
Political leaders will not prioritize dialogue and social cohesion in the heat of electoral competition.	The argument will be made to political leaders that the actual prevention of elections-related violence, and appearing to engage in these efforts, will be politically advantageous to them. Leaders engaged substantively with this argument in the run up to 2006 elections.
Consensus will be difficult to achieve on key national issues as parties move into a confrontational mode in advance of elections.	The case will be made that while political parties may not achieve consensus on substantive issues, a conversation and consensus among a wider group of actors will help reduce short-term tensions, and also help create a more constructive agenda for the new parliament.
Stakeholders overwhelmed with electoral preparation may not find time to engage with project activities.	All stakeholders will be engaged at both the higher and the middle-to-community levels. If one level is heavily engaged with elections-related activities, other levels will continue to be engaged with project activities.
Given the politically contingent nature of the project and the attendant risks, funds may not be mobilized for the project.	UNDP will provide an initial contribution to the project to get it off the ground despite attendant risks; emerging possibilities should then subsequently help more resources.

IX. RESULTS and RESOURCES FRAMEOWRK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Number of constitutional rights commissions that have developed capacity to effectively carry out their mandates; Existence of and ICT infrastructure to facilitate public consultations; Number of constitutional commissions with strategic and operational plans

Applicable Key Result Area (from 2014-2017 Strategic Plan) Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Partnership Strategy: Work with multiple stakeholders including the Office of the President, GECOM and civil society

Project title and ID (ATLAS Award ID: 00087623): Social Cohesion Project II: Supporting Stakeholder engagement and Capacities for Social Cohesion in Guyana in Preparation for Next Elections and Beyond

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Multi-Stakeholder Forum **Baseline:** *No established forum for stakeholders exists currently* **Indicators:** Multi-stakeholder forum established: % of core group members appointed % of strategies implemented to promote social cohesion and prevent violence Existence of an action Plan towards social cohesion # of workshops on dialogue and facilitation and conflict	***Targets:*** 1 operational multi-stakeholder forum: 100% of core group members appointed 75% of strategies implemented to promote social cohesion and prevent violence Action Plan towards social cohesion agreed 2 workshops held/ 30 individuals trained in dialogue facilitation, negotiation and mediation Monthly consultations with	**Activity Result:** Multi-Stakeholder Forum Established and Functioning. **Actions:** - Consult with stakeholder groups to define and agree on a non-partisan, inclusive platform - *Organize stakeholder public forums between and among political parties, civil society, religious and private sector leaders, professional associations* - *Develop a plan of action towards social cohesion* - *Procure services for training in conflict analysis and dialogue and facilitation skills* -*M&E*	UNDP, Parliament Office	71200-Int'l Consultants– 23,000. 71300-Local Consultants – 10,000. 75700-Train/W/shops &Conf – 10,000. 71600-Travel – 5,000. 72500 - Supplies - 2,500. 64398 – DPC Staff 800 74598- DPC GOE 200

analysis skills held or # of individuals trained in same # of consultations with political parties and the Speaker	political party leaders and the Speaker of the National Assembly held		
Output 2: Drivers of social cohesion assessment *Baseline:* *No such assessment has been undertaken in Guyana recently* Indicator: Existence of social cohesion report	*Target: report on social cohesion assessment prepared*	**Activity Result:** *National capacity assessment of social cohesion drivers and possible sources of vulnerability carried out and intervention opportunities identified* Actions: - Procure Consultant to conduct the social cohesion assessment -M&E	UNDP	71300-Local Consultant – 10,000. 71200-Int'l Consultant – 23,000. 71600-Travel – 1,000. 75700-Train/W/shop &Conf – 2,000. 64398 – DPC Staff 400 74598 – DPC-GOE 200
Output 3: Inter-party consultation and cooperation *Baseline:* *The parties have accepted in principle the CO's offer to support and strengthen constitutionally-mandated consultations*	*Targets:* Commitment to constructive consultations evidenced by: implementation of structured dialogue proposal (replace with name)/75% of ethical	**Activity Result:** *Inter party dialogue and consultation facilitated* - Plan meetings and consultations (logistics etc) - Procure services (venue and meals) for Meetings and consultations between Political Parties - Document/report on meetings held -M&E	UNDP Parliament Office	75700-Train/W/shop &Confer – 8,000. 71600-Travel – 3,000. 72500-Supplies - 500. 64398 – DPC Staff 300

Indicators: commitment to constructive consultations by political leaders: structured dialogue proposal implemented/ethical campaign standards upheld # of experience sharing meetings for MPs convened by the Speaker # of meetings held by Political party leaders and members of the National Assembly with civil society forum representatives	campaign standards upheld Four experience –sharing meetings for MPs convened by Speaker Three meetings held by Political party leaders and members of the National Assembly with representatives of the civil society forum		74598 - DPC-GOE 100
Output 4: Support to GECOM *Baseline:* 1. *No electoral assessment carried out recently* 2. *GECOM currently has no ICT expert* 3. *The MMU of GECOM is currently not operational* Support to GECOM MMU	*Targets:* Support to GECOM yields: - ICT expert recruited - 1 electoral assessment conducted - 75% of recommendations implemented Support to GECOM MMU	**Activity Result 4.1:** Electoral support assessment conducted and relevant recommendations implemented Actions: - -Procure ICT expert -Procure/identify expert to conduct electoral support assessment -Implement recommendations of the electoral assessment report **Activity Result 4.2:** GECOM MMU supported to monitor elections reporting by media, before, during and after elections	UNDP GECOM	71300-Local Consultant- 45,000. 71200-Int'l Consultants - 40,000. 71600 Travel – 2,000. 72500-Supplies – 2,000. 74200-AudioVisual, Print&Prod – 5,000.

Indicators:	yields:	Actions:	
Level of support provided to GECOM: - Existence of ICT expert - Existence of electoral assessment report - % of recommendations implemented Level of support provided to GECOM MMU: - MMU unit revived and supported - # of consultations held between GECOM and media houses - # of reports issued by MMU	- Operational MMU - 1 consultation held with media houses - Biweekly reports issued	- Terms of reference for GECOM MMU designed - Staffing for GECOM MMU recruited - Procure equipment and other services for MMU	72200-Equip&Furniture – 7,000. 72800-Information Tech Equipment – 15,000. 71300-Local Consultants - 60,000. 72500-Supplies – 4,000. 72400-Comm&Audio Visual Equip - 20,000.
		UNDP Technical Support Monitoring & Evaluation	74100 – Professional Services 187,500. 71600 – Travel 2,500 71200 - International Consultant 10,000.
		Total Project Inputs	**$500,000.**

X. Annual Work Plan

Year 1(2015)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	List activity results and associated actions	Q2 -15	Q3 -15	Q4 -15	Q1 -16		Funding Source	Budget Description	Amount
Output 1: Multi-Stakeholder Forum	**Activity Result:** Multi-Stakeholder Forum Established and Functioning.					UNDP	UNDP (BPPS)	71200-Int'l Consultants	23,000
Baseline: *No established forum for stakeholders exists currently*	**Actions:** -Consult with CS groups to define and agree on a non-partisan, inclusive platform							71300-Local Consultants	10,000.
	- Organize stakeholder public forums between and among political parties, civil society, religious and private sector leaders, professional associations							75700-Train/W/shops&Conf	10,000.
Indicators: *Multi-stakeholder forum established:* *-% of core group members appointed*								71600-Travel	5,000.
-% of strategies implemented to promote social cohesion and prevent violence	*- Develop a plan of action towards peaceful elections*							72500-Supplies	2,500.
-existence of an Action Plan towards social cohesion	*- Procure services for training in conflict analysis and dialogue and facilitation skills,*							64398 –DPC Staff	800
# of workshops on dialogue and facilitation and conflict analysis skills held or # of individuals trained in same	-M&E							74598 – DPC-GOE	200
# of consultations with political parties and the Speaker									

Targets:

1 operational multi-stakeholder forum:

-100% of core group members appointed

-75% of strategies implemented to promote social cohesion and prevent violence

-Action Plan towards social cohesion agreed

-2 workshops held/30 individuals trained in dialogue facilitation, negotiation and mediation

-Monthly consultations with political party leaders and the Speaker of the National Assembly held

Related CP outcome:
Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.

| Total – Output 1 | | | | | 51,500. |

Output 2: Drivers of Social Cohesion Capacity Assessment	Activity Result: National capacity assessment of social cohesion drivers and possible sources of vulnerability carried out and intervention opportunities identified	UNDP	UNDP	71300-Local Consultant	10,000.
Baseline:				71200-International Consultant	23,000.
No such assessment has been undertaken in Guyana recently	Actions:			71600-Travel	1,000.
Indicator: Existence of social cohesion report	- Procure Consultant to conduct the social cohesion assessment			75700- Train/W/shop&Conf	2,000.
Targets: report on social cohesion assessment prepared	- M&E			64398 – DPC Staff	400
Related CP outcome: Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.				74598 – DPC GOE	200

| Total Output 2 | | | | | 36,600. |

Output 3: Inter-party consultation and cooperation	**Activity Result:** *Inter party dialogue and consultation facilitated*	UNDP Parliament Office	UNDP	75700-Train/W/shop/Confer	8,000.
Baseline:	*Actions:*				
The parties have accepted in principle the CO's offer to support and strengthen constitutionally-mandated consultations	*- Plan meetings and consultations (logistics etc.)*			71600-Travel	3,000.
	- Procure services (venue and meals) for Meetings and consultations between Political Parties			72500-Supplies	500.
Indicators:				64398 – DPC Staff	300
- commitment to constructive consultations by political leaders	*- Document/report on meetings held*			74598 – DPC-GOE	100
-Structured dialogue proposal implemented/ethical campaign standards upheld	*-M&E*				
- # of experience sharing meetings for MPs convened by the Speaker					
- # of meetings held by Political party leaders and members of the NA with civil society forum representatives					

Targets: commitment to constructive consultations evidenced by: implementation of structured dialogue proposal (replace with name)/75% of ethical campaign standards upheld					
Four experience –sharing meetings for MPs convened by Speaker					
Three meetings held by Political party leaders and members of the National Assembly with representatives of the civil society forum					
Related CP outcome: Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.					
Total Output 3					11,900.

Output 4: Support to GECOM		UNDP/GECOM	Unfunded	
Baseline:	**Activity Result 4.1:** *Voter Education campaign designed and effected based on findings of assessment*			
-No electoral assessment carried out recently			71300-Local Consultant-	45,000.
-GECOM currently has no ICT expert	*Actions:-* *- Procure ICT expert*		71200-International Consultants	40,000.
-.The MMU of GECOM is currently not operational	*-Procure/identify expert to conduct electoral support assessment*		71600- Travel	2,000.
Indicators:	*-Implement recommendations of the electoral assessment report*		72500-Supplies	2,000.
Level of support provided to GECOM:			74200-AudioVisual,Print&Prod	5,000.
-Existence of ICT expert				
-Existence of electoral assessment report			72200-Equipment & Furniture	7,000.
-% of recommendations implemented	**Activity Result 4.2:** *GECOM MMU supported to monitor elections reporting by media, before, during and after elections*		72800-Information Tech Equipment	15,000.
Level of support provided to GECOM MMU:				
-MMU unit revived and supported	**Actions:**			
-# of consultations held between GECOM and media houses	*-Terms of reference for GECOM MMU designed*		71300-Local Consultants	60,000.
-# of reports issued by MMU				
Target	*-Staffing for GECOM MMU recruited*			
Support to GECOM yields:			72500-Supplies	4,000.
-ICT expert recruited	*-Procure equipment and other services for MMU*			
-1 electoral assessment conducted			72400-Comm&Audio Visual Equip	20,000.
-75% of recommendations implemented				
Support to GECOM MMU:				
-Operational MMU				
-1 consultation held with media houses				
Biweekly reports issued				

			UNDP	Unfunded	
Total Output 4					200,000.
Related CP outcome: Strengthened public trust and confidence in national institutions, communities, non-governmental organisations at the community and national levels, improved institutional capacity of human rights commissions and improved functioning of Parliament.	UNDP Technical Support	74100-Professional Services			187,500.
	Monitoring & Evaluation	71600-Travel			2,500.
		71200-International Consultant			10,000.
	Total-Project Management				200,000.
Project Management					
GRAND TOTAL					500,000.

XI. Management Arrangements

29. The project will be implemented using a DIM modality. The overall management responsibility will be with the Resident Representative, with the Peace and Development Advisor providing day-to-day assistance for the implementation of the programme. He will also provide support for ensuring that conflict analysis and conflict sensitivity are fully integrated into all aspects of the implementation of the programme. He will also provide an interface with the UN Department for Political Affairs on the implementation of project activities as necessary and appropriate.

30. An internal Project Coordination Team, involving all current UNDP project managers and chaired by the RR, will ensure the best synergy between the social cohesion project and ongoing UNDP programmes and projects.

31. As per current project guidelines, and in the same format as for the original Social Cohesion Programme of 2004-06, UNDP will establish a multi-stakeholder Project Advisory Board to monitor, and advise on, the implementation of the project. Where necessary, the Board could also serve as a back-up forum for dialogue and coordination, and an M&E mechanism. Membership will include key counterparts from government, civil society, and the donor community. The Board will meet quarterly to provide strategic direction to the project. Its meetings will be systematically conducted, minutes kept, and board members briefed on the follow-on action points from the previous meetings. Each meeting will receive performance reports on the project, and review them against the assessments conducted under project auspices (albeit independently), and against the outputs in this project document. This approach will allow for direct stakeholder participation in assessing and directing the implementation of the project.

XII. MONITORING FRAMEWORK AND EVALUATION

32. UNDP in collaboration with Project Advisory Board will be primarily responsible for monitoring the project in accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP). In particular, the Project Advisory Board will serve as the primary forum for M&E. Key indicators and targets to be measured are outlined in the table below:

Outputs	Indicators	Targets
Output 1: Multi-Stakeholder Forum	*Multi-stakeholder forum established: % of core group members appointed* *% of strategies implemented to promote social cohesion and prevent violence* *Existence of an Action Plan towards social cohesion* *# of workshops on dialogue and facilitation and conflict analysis skills held or # of individuals trained in same* *# of consultations with political parties and the Speaker*	Operational multi-stakeholder forum: *100% of core group members appointed* *75% of strategies implemented to promote social cohesion and prevent violence* *Action Plan towards social cohesion agreed* *2 workshops held/ 30 individuals trained in dialogue facilitation, negotiation and mediation* *Monthly consultations with political party leaders and the Speaker of the National Assembly held*
Output 2: Drivers of *Social Cohesion Capacity Assessment*	*Existence of Social cohesion assessment report*	*Report on social cohesion assessment prepared*
Output 3: Inter-party consultation and cooperation	*Commitment to constructive consultations by political leaders:* *-structured dialogue proposal implemented/ethical campaign standards upheld* *# of experience sharing meetings for MPs convened by the Speaker* *# of meetings held by Political party leaders and members of the National Assembly with civil society forum representatives*	*Commitment to constructive consultations evidenced by: implementation of structured dialogue proposal (replace with name)/75% of ethical campaign standards upheld* *Four experience –sharing meetings for MPs convened by Speaker* *Three meetings held by Political party leaders and members of the National Assembly with representatives of the civil society forum*

Output 4: Support to GECOM	Level of support provided to GECOM:	Support to GECOM yields:
	-existence of ICT expert	
	-existence of electoral assessment report	-ICT expert recruited
		-1 electoral assessment conducted
	% of recommendations implemented	-75% of recommendations implemented
	Level of support provided to GECOM MMU:	Support to GECOM MMU yields:
	-MMU unit revived and supported	
	-# of consultations held between	-operational MMU
	-GECOM and media houses	-1 consultation held with media houses
	# of reports issued by MMU	-Biweekly reports issued

33. UNDP through the Project Coordination Team will be responsible for producing required reports and updating respective logs in line with 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.

- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see Section 8), 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 Project Progress Reports (PPR) shall be submitted to the Project Advisory Board using the standard report format.

- 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.

At the end of the project

- **Final Project Review Report**. A Final Project Review Report shall be prepared and shared with the Project Advisory Board. As minimum requirement, the Final Project Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (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.
- **Final Project Review**. Based on the above report, a final project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project. As this project is of one year's duration, this review will be a final assessment. This

review is driven by the Project Advisory 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.

XIII. Legal Context

34. This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

35. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

36. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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/sc/committees/1267/aq_sanctions_list.shtml.   This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.