

PROJECT DOCUMENT**[Guinea Bissau]**

Project Title: Enhancing capacities of the National Volunteer Committee of Guinea Bissau for inclusive citizenship, peace and sustainable development

Project Number:

Implementing Partner:

Start Date: 1st April 2018 **End Date:** 31st Dec 2020 **LPAC Meeting date:** 21 March 2017

Brief Description

In Guinea Bissau, there has been an existing national volunteer's scheme since 2007. The latter needs to be supported to be able to fully undertake its mission to raise awareness of volunteering, recruitment, training and volunteer placement throughout the country to support joint efforts to achieve sustainable development goals [SDGs]. This project will help to support this capacity development process.

The main objective of the project is to create conducive enabling environment to the equitable engagement of young girls and boys in peacebuilding and achieving sustainable development goals activities in Guinea Bissau. There are three specific objectives:

1. A legal framework regulating the exercise of voluntary service for all in Guinea Bissau is developed and promulgated;
2. The organizational capacities of the National Volunteer Committee are strengthened. This facilitates better youth training to develop its future employability;
3. Young people are made aware of volunteering as a tool and vehicle for achieving sustainable development objectives.

At the end of the three-year program, a law regulating voluntary service will be implemented in Guinea Bissau. The National Volunteer Committee will be better structured, equipped and deployed throughout the national territory. The impact of voluntary action on the attainment of the SDGs, will be better measured and knowledge on volunteering contribution to sustainable development will be shared among the public.

The project will create a unique opportunity to involve youth in development activities at community and national level. Involvement of young people (girls and boys) who will acquire new skills and knowledge will facilitate youth's future employability while equipping them to be better resilient and support the development process of their country. A virtuous circle will be created and more young people will engage in volunteering.

The Government of Guinea Bissau, through the Ministry of Youth and Employment, will support the establishment of a legal frameworks on volunteerism. These frameworks will be a sustainable mechanism for the creation of volunteer placements that support skills development and employability.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Outcome 1: *Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy*

Indicative Output(s): CPD output 2.2 *Vulnerable populations – particularly young people and women – have the capacity to take advantage of and benefit from emerging economic opportunities, innovative, inclusive, job-creating approaches, and sustainable means of support and have access to inclusive financing and markets, both nationally and locally.*

Total resources required:	1 444 400 \$	
Total resources allocated:	UNV SVF:	100,000 \$
	UNDP TRAC:	100,000 \$
	Donor:	
	Government:	100,000 \$
	In-Kind:	
Unfunded:	1 104 400 \$	

Agreed by (signatures)¹:

Government	UNDP
<i>Doremi W. O. SANCHEZ</i>	<i>[Signature]</i>
Print Name:	Print Name:
Date: <i>23. 11. 2010</i>	Date: <i>23/3/11</i>



¹ Note: Adjust signatures as needed

Socio-economic context

The Republic of Guinea Bissau, a Western African coastal country, covers an area of approximately 36,125 sq. Km. The total population is estimated at 1,900,000 inhabitants in 2016², of which nearly 52% are women. The 2016 human development report of the United Nations Development Program (UNDP) ranks Guinea-Bissau 179th out of 189 countries, with a human development index (HDI) of 0,420 and a life expectancy of 55 years at birth, 2 years lower against an average for sub-Saharan Africa of 58, 5 years. Considering the lack of statistics on poverty, (the latest poverty survey, ILAP, was of 2010), it is estimated that 69% of the population is affected by absolute poverty (less than \$ 2 per day) and 33% by extreme poverty (less than \$ 1 per day) (UNDP, 2016). The gender distribution shows that absolute poverty at the national level prevails in men (70%) more than in women (65%) in the capital (UNDP, 2016). This trend is reversed when rural areas are considered, where poverty is more severe for women (56%) than for men (49%) (UNDP, 2016). Multidimensional poverty based on deprivation affects the vast majority of the rural population (UNDP 2015). The proportion of the poor is 34% in urban areas (20% in Bissau), but reaches 90% in rural areas, as follows: 76% in the East, 87% in the South and 90% in the North. The deprivation of basic and quality services is the main factor in poverty in Guinea-Bissau. More specifically, education, health and sanitation and living conditions contribute respectively to 30%, 5%, 27%, 9% and 41%, and 6% to the poverty rate (UNDP 2015). The literacy rate of young women and men aged between 15 and 24 is respectively 51% and 70% (MICS, 2014). Rural/ urban disparities are also evident in terms of literacy rate among youth, in fact in rural areas young women illiteracy rate is three time higher than in urban settings respectively 25% and 73% while for young men in rural and urban areas the literacy rates are 54% and 86% (ibi, 2014). Unemployment rates is estimated to be at 7.6 % in 2013 while youth unemployment is 11,3 % and 11,7% among young women in the same year (INE in IECONOMICS). Despite improvements in some social indicators over the past 15 years, the 2012 coup and the more recent political crisis have significantly affected the social sectors and the investments in the human capital. An institutional block has been set in motion since the dismissal of the elected government in August 2015 which did not allow Parliament to meet in 2016. As a result, a socio-political malaise has since then been prevalent. The need to strengthen democratic governance, accountability, ethics and democratic values and principles in all the sphere of society and especially among youth is therefore compelling. Despite its agro-sylvo-pastoral and fishing resources, the net national food production does not suffice to meet the food needs of the country (UNPAF, 2016). The rural population, especially small family operators, women, and the young, are the most affected by this difficult situation, which results in low work productivity and elevated morbidity and mortality. An in-depth survey conducted in 2013 with the joint support of the FAO, WFP, and Plan International showed that 29% of rural households are affected by food insecurity; 5% is affected by severe food insecurity and 24% by moderate food insecurity (ibi, 2016). The education system remains a major challenge. According to data from the latest MICS report (2014), the net enrolment rate in primary education has deteriorated from 67, 4% in 2010 to 62, 4% in 2014 with severe regional disparities. Similarly, the retention rate of those entering the first year and reaching the sixth year decreased from 79% in 2010 to 73%, 4% in 2014. In 2016, strikes cost students 46 days of schooling and the delay in the distribution of 1.1 million textbooks (UNDP, 2016). Nonetheless, economic opportunities are plentiful thanks to the country wealth in natural resources and biodiversity and the rich socio-cultural fabric of Bissau Guinean society.

Youth, skills development and employability

Young people aged 15-35, potentially active, account for almost 37.7% of the total population (NYP 2016-2020). The employment rate for young people aged 15-35 was 10.6% in 2009, with a rate of 4.6% for women (ibi, 2015). Youth is particularly the fringe of the population most affected by unemployment (ibi, 2015). Unemployment rate among youth (15-25 age) is estimated to be 11.3 %, while the youth women unemployment rate is 11,7% thus showing a feminization of unemployment

² State of the World Population 2016, UNFPA

among young women. The public university no longer operates and vocational training offers are limited in number and in quality. With regard to employment, UNPAF 2016 states that even though there are no recent statistics, unemployment among women and the young, particularly in the urban areas, is a worrisome situation and a latent threat to stability and peace. The young are extensively affected by poverty (80% of the poor are between 15 and 35 years of age). Entrepreneurship, particularly female entrepreneurship, is certainly dynamic in the informal sector but creates few decent jobs. The business environment is not very stimulating and attractive for the promotion of job creation and Direct Foreign Investments (DFIs). In 2015, according to the *Doing Business* report published by the World Bank, Guinea-Bissau ranked 179th out of 189. The country's labour market structure and the above-mentioned challenges constitute a major constraint to socio-economic development. As result, rural-to-urban migration in search for better paid jobs is showing no signs of weakening, as is formal and informal external migration. Therefore, the creation of alternative rural livelihood and sustainable urban opportunities for young people is crucial. With more and more Bissau Guinean attracted by migration options, the migrant stock for 2013 (UNICEF) was of 73,614³ and the majority of them were in the age range between 15 and 35 years old (UNICEF, 2013) and with the current deterioration of social indicators, there is an important need to provide youth with higher education, capacity development and employability options to build on the opportunities that the country presents in terms of biodiversity, richness in soil, agro-forestry, fishery and transformation of primary sector produces. It is also essential to equip youth to support their country in responding to the urgent socio-economic challenges.

Alignment with National Priorities

Guinea-Bissau faces a series of development challenges, including governance, inclusive economic growth, and provision of basic social services, environmental protection, biodiversity conservation and peacebuilding. To meet these challenges the government has developed a Strategic and Operational Plan called "*Terra Ranka 2015-2020*" that focuses on: inclusive growth; conservation of biodiversity; reform of the security sector.

In the 2015-2020 "*Terra Ranka*" Strategic and Operational Plan, the Government committed to "*develop the potential of the Bissau-Guinean population by ensuring the satisfaction of its basic needs, by setting up a social safety net and by developing the skills, productivity, and employability of the population. These interventions will therefore be concentrated on: Education and employment; health; social protection; and culture, youth, sports, agriculture and environment.*"

The focus on youth and human capital development government was also reiterated in the recently adopted National Policy on the Promotion of Youth. Among the key pillar of the policy, there is to "strengthen the participation of young people in national development activities, the creation of a National Volunteer Program and the adoption of a law on volunteering". The current intervention aims at directly supporting the operationalization of this priority area and aligns with UNPAF and CPD priority outcomes and outputs.

The United Nations Partnership Assistance Framework (UNPAF) for Guinea 2016-2020 also aligns on the national priorities defined by the government with key outcomes that consider the importance of human capital and citizen participation in addressing the challenges of sustainable development. Democratic participation and equitable access to opportunities for all are important pillars of UNPAF as stated in Outcome 1: *Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy.* In terms of CPD alignment, the current intervention will contribute to CPD output 2.2 *Vulnerable populations – particularly young people and women – have the capacity to take advantage of and benefit from emerging economic opportunities, innovative, inclusive, job-creating approaches, and sustainable means of support and have access to inclusive financing and markets, both nationally and locally.* The current project seeks to respond to the development challenges stated above through enhancing capacities of existing National Volunteer Committee [NVC] to providing youth and citizens with a fundamental opportunity to develop their capacities while contributing to the sustainable development goals of their country.

³ The UNICEF migrant profile of 2013 only considered migrants to Portugal, Senegal, Cape Verde, The Gambia and Spain

National Consultation process to ensure country ownership and relevance

As a means of ensuring strong engagement in and ownership of the project by partners and stakeholders, UNV facilitated a national consultation process in February 2017 to provide inputs for the project document and a feasibility study on the strengthening of NVC. The study revealed that the concept of volunteering is diversified in Guinea Bissau. It is mainly linked to the activities of civil society organizations, NGOs, associations and traditional organizations. Contemporary forms of volunteerism are found mainly at the level of NGOs and Development Organizations working at community level [but also at the level of organizations such scouts' association and girl guide, CPO and sportive associations]. These types of structures have multiplied in Guinea Bissau as in most countries of the sub region with the political pluralism that began in the 1990s. In recent years, they have mobilized thousands of volunteers, usually young people. According to the feasibility study surveys, some sectors differ in terms of the experience of mobilizing volunteers in the country. In the field of health, with a large presence of volunteers such as (community health workers, HIV/AIDS awareness, sexual and reproductive health awareness, epidemic prevention, family planning, promotion of Hygiene and sanitation, environment conservation, gender and human rights awareness raising). During the election periods the massive participation of volunteers in civic education campaigns, logistical support, to promote voter turnout was remarkable.

The profile of these volunteers is generally young with the level of education between 9 and 12 years. In Guinea Bissau, exist a National Volunteering body with 8 regional committees (one for each region) that is a network of more than 80 organizations promoting volunteerism in the country and involving 3,160 volunteers (1911M/1249W).

The National Consultation process culminated with a National Workshop and follow-up feedback by the participants, and the Government.

Furthermore, the following key milestones that were identified as crucial to reaching the overall goal of the project will be an integral part of all activities:

- **Policy and Legislation** – the project will directly contribute to the implementation of *the National Youth Policy*, especially in terms of enhancing capacities of NVC on the development of a national legislation on volunteerism;
- **Awareness Raising/Recognition** – sensitization on the contribution of volunteerism to sustainable development was highlighted as a fundamental strategy to localize SDGs. The issue of recognizing with evidenced based data the adding value of volunteerism also emerged as an important pillar;
- **Inclusion** – socio/economic, gender, disability and other barriers hampering youth to participate in volunteering were also highlighted. A gender inequality in the participation to volunteerism and associative lives in general was strongly highlighted and specific strategies will be developed to ensure inclusion of both youth women and men to volunteering opportunities.
- **Knowledge sharing** – the importance of an evidence based approach and knowledge production on volunteerism and sustainable development was also recognized. Knowledge and research on volunteerism in terms of knowledge product development will also be put in practice in Guinea Bissau by the NVC in the same way of volunteer training and research centre under formulation in Burkina Faso. This will facilitate to foster data production and knowledge sharing on the contribution of volunteerism to sustainable development goals [SDGs]. This can also help to quantify volunteer contribution to SDGs.
- **Private Sector engagement** – The participants viewed private sector engagement as an opportunity to broaden youth participation in volunteerism for sustainable development. Suggestions were made to create incentives for private companies to recruit volunteers as some private foundations and institutions.
- **Volunteer Infrastructure [National Volunteer programme]** – It was highlighted by the participants that existing volunteer infrastructure in Guinea Bissau needs to be strengthened and

grown to fully realise its potential. Suggestions were made to increase volunteer management mechanisms and promote best practice amongst government, NGO/civil society and private sector entities engaging in volunteer recruitment and management.

II. STRATEGY

The overall aim of the project is to create an enabling environment for the equitable engagement of volunteers in peace and sustainable development in Guinea Bissau. This is directly aligned with several of the Sustainable Development Goals (SDGs) and their targets. 65 out of the 169⁴ SDG targets reference young people explicitly or implicitly, with a focus on empowerment, participation and/or well-being. There are 20 youth-specific targets spread over six key SDGs: Goal 2 (hunger), Goal 4 (education), Goal 5 (gender equality), Goal 8 (decent work), Goal 10 (inequality) and Goal 13 (climate change). Young people's engagement is also key for the achievement of Goals 16 (peaceful, just and inclusive societies) and 17 (partnerships and implementation).

As a group, youth volunteers represent a unique opportunity to bring transformational change to society. To realize this potential requires a holistic approach by different stakeholders as well as innovative approaches to develop the best way forward. A strategic investment in capacity development is essential in preparing youth to contribute to national economic, environmental and social prosperity. Promoting an enabling environment for volunteering conducive to social inclusion, skill development, protection and recognition of volunteers' work will equip youth with indispensable opportunities in terms of employability and participatory citizenship. Youth, women and men vulnerabilities, including to poverty and social exclusion, need to be addressed in an integrated manner by enhancing capacities of existing national volunteer committee and restructuring its operation. This will allow to NVC to better fulfil its mission raising awareness, recruiting, training and placing young people in voluntary initiatives throughout the country. Thus, Guinea Bissau's youth (educated and uneducated) will see its employability improved, poverty reduced and women and girls involved in development activities in community settings and eventually achieving sustainable development goals. This solution of change has proved its worth in Burkina Faso and Togo where youth is very involved in volunteering and hence in the national development strategy.

The involvement of young women and girls will be facilitated by the fact that, alongside this project, UN Women is developing another project specifically dedicated to the involvement of young women in voluntary activities at the community level. The restructured and strengthened NVC could thus recruit and train the young women who will be involved in the UN Women project. This will facilitate the achievement of the goal of involving young women and girls in voluntary activities in the country.

The project initiative incorporates the essential concerns of the UNPAF and the CPD, and which attends to the priorities of the government of Guinea-Bissau. Both the UNPAF and the CPD emphasize the need for capacity building, especially regarding vulnerable groups and in the protection of human rights. This initiative will provide tailored capacity-building programs and accompaniment services for volunteers and support them in engaging in volunteering assignment requested by the government, CSOs and other partners and in projects development and implementation on social and environmental issues. This approach encourages knowledge sharing and a collaborative approach to learning, and will stimulate the creativity and civic engagement of Bissau Guinean youth while contributing to respond to the socio-environmental challenges of the country. By strengthening civic participation, project design, implementation and constructive dialogue and engagement processes, youth groups will be better equipped to create and engage in participatory processes that will strengthen socio-political life in Guinea-Bissau and serve to deepen democracy, citizenship and encourage good governance.

⁴ <https://sustainabledevelopment.un.org/post2015/transformingourworld>

The implementation of the project will facilitate also the involvement of Guinea Bissau youth and NVC in the ongoing south-south cooperation between volunteer schemes in the ECOWAS region and beyond, but also their participation to the triangular cooperation with developed countries in the North and on others continents. Once trained as volunteers and after having served for few years as volunteers for development in their own country Bissau Guinean youth will be able to participate to international volunteerism of reciprocity to serve for peace and development worldwide.

The timing of the initiative will coincide with the pre-election period in which active civic participation is necessary to help maintain the transparency, the fairness and the freedom of the political process, and to encourage public institutions to be responsive to the needs of the citizenry. Such investments in human capital will contribute to support civil society to respond to the socio-economic challenges faced by the country in terms of education, health, environment, food security and participatory citizenship.

Therefore, **the main aim of the project** is:

To create an enabling environment for the equitable engagement of volunteers in peace and sustainable development in Guinea Bissau

The strategy to achieve this objective will be:

I) Developing a legal framework to protect and promote volunteerism

Volunteerism is widely practiced in Guinea Bissau through NGOs and CBOs but without any social protection and formal valorisation leaving room for exploitation and systematic underemployment. In 2014, UNV and UNDP produced a publication: *The impact of Volunteerism in Guinea Bissau*, to demonstrate the contribution of volunteerism to peace and sustainable development. A set of recommendations were articulated, among which the creation of a national legal framework for the protection and promotion of volunteerism.

The National Youth Policy incorporates the promotion of volunteerism as a fundamental strategic priority and explicitly refers to the “creation of a National Volunteer Program and the adoption of a law on volunteering”. The current initiative will directly contribute to the implementation of the National Youth policy through the enhancement of organizational capacities of existing NVC and the development of a law on volunteerism. The legislation on volunteerism will address the question of overall protection of volunteers and settle clear mechanisms for the recognition of volunteerism.

II) Enhancing organizational capacities of existing NVC that contributes to youth employability and sustainable development

Guinea Bissau is a country trapped in cyclical political crisis and systematic underinvestment in education and capacity development. The country is also facing a deterioration of socio-economic indicators such as health, education, food and nutrition security, and environmental degradation. Guinea Bissau’s higher education system is also jeopardized by the absence of a functioning public University creating a situation in which only students that can afford studying abroad will have access to higher education while few options of private Universities exist for those who remain in country. Skills shortages and lack of quality capacity development opportunities for youth and the general population make up for some of the most pressing challenges in Guinea Bissau. Despite steady improvements in access to education, attainment levels remain low as well and the overall quality of the education system (UNICEF, 2015). Structural gender disparities also exist in terms of access to secondary education and unemployment rates (MICS, 2014; UNDP, 2015).

As stated above, there is an existing volunteering body that was first created in 2007, but ceased to exist in 2008. The NVC⁵ was then revamped with the support of UNV, UNDP and the government through the Institute of Youth at the occasion of the 10th anniversary of the International Volunteers Year in 2011. It comprises of more than 80 associations, NGOs and CBOs that works to promote volunteerism through the existence of Regional Volunteers Committees [RVC] in all the regions of the country. The NVC works with more than 3000 volunteers through its member organization and through *ad hoc* activities that NVC promotes in partnership with the Institute of Youth, UN agencies and other partners.

To respond to the challenges above the project will:

- Support in restructuring of the current NVC and its 8 RVCs to meet the needs in volunteering management, capacity development and strategic positioning of volunteerism to achieve the development priority of the country. The RVCs will also dispose of a youth orientation desk on career development and job opportunities. They will also dispose of small grants to develop social and environmental projects with volunteers in their regions;
- Awareness raising on promotion of volunteerism for peace and sustainable development will also be developed through youth volunteers summer camps; radio and television debated among other modalities. Given the gender disparity a gender sensitive strategy for the inclusion of female volunteers will also be developed and implemented to reach the target of 50% recruited women volunteers;
- Extensive volunteers' capacity development on cores modules related to ethics, volunteerism, democratic citizenship, gender equality, human rights, food security, health, education and environment will also be provided to recruited volunteers to enhance their knowledge on the above-mentioned subject.

III) Knowledge sharing on volunteerism and SDGs

The inexistence or inconsistency of data on volunteers and the impact of volunteerism on sustainable development requires a twofold approach to knowledge production and dissemination on volunteerism. On one hand, the creation of a computerized database of available volunteers in the various fields of sustainable development will be developed by region of residence of the candidates. Young people will be prioritized, especially unemployed. This does not exclude the recruitment of national volunteers who are experienced and available to serve as volunteers. The database will take into account the confidentiality of information gathered from candidates and aspects of regional representativeness, gender, religion, age, etc. On another hand, periodic reports and data will also be generated on volunteers' contribution to SDGs and the country national priorities utilizing as knowledge product.

Theory of Change

Based on the overall situation analysis and the national consultation process, the project Theory of Change (ToC) is as follows:

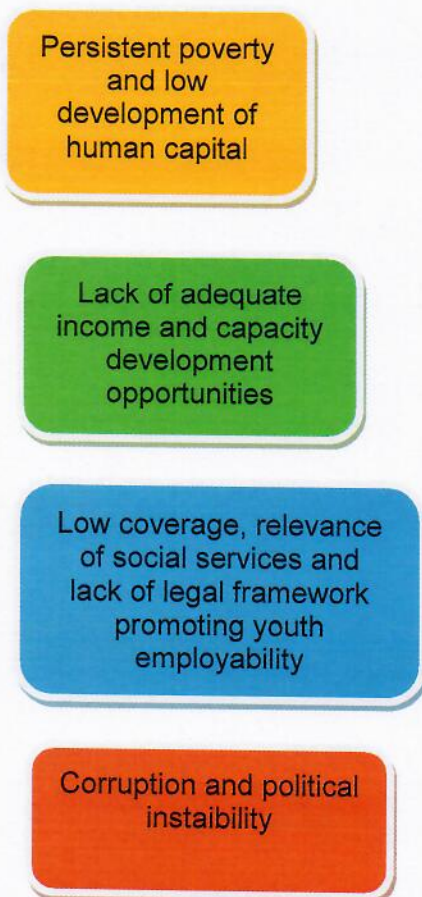
Guinea Bissau is a country trapped in cycle of persistent political instability. Despite improvements in some social indicators over the past 15 years, the 2012 coup and the more recent political crisis

⁵ The National Volunteer Committee (NVC) is not a government organization. It is a local/national non-governmental organization with civil society organization status.

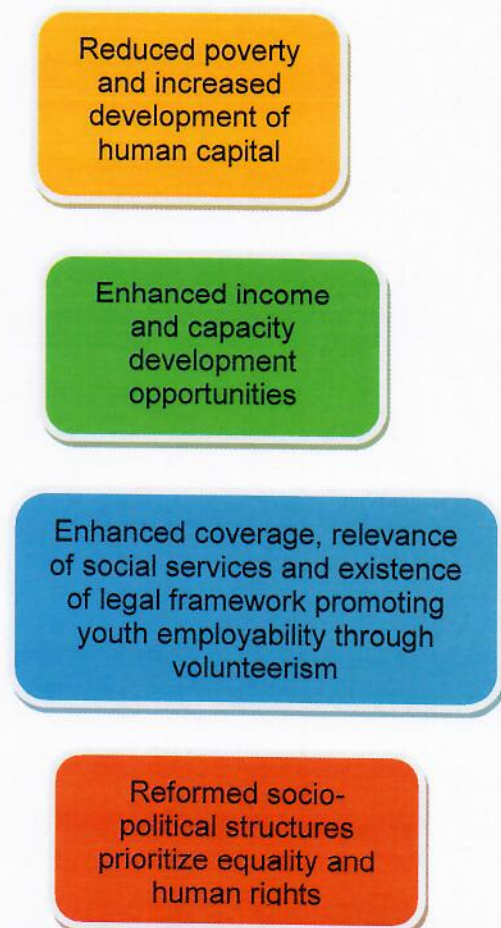
have significantly affected the social sectors, the investments in the human capital and education, especially higher education. The structural causes of this situation are corrupted and nepotistic socio-political structure impermeable to transparency and equal citizen engagement especially of youth and women. Corruption Index average since 2007, stands at 19.90 Points in Guinea Bissau and it's [projection for 2016 is 18.55](#). Corruption Rank averaged 157.50 since 2007 and [is projected to be 158.21 in 2016](#) (Transparency International). The subjacent causes are weak democratic governance with absence of relevant legal framework to protect and encourage citizens' socio-economic participation through volunteerism and poor investment in education and capacity development opportunity, especially for youth. As immediate causes, there are: high socio-economic exclusion of youth and women and lack of capacity development opportunity for citizens, especially youth to fulfil their potential.

To realize youth's potential requires comprehensive effort by a wide set of stakeholders as well as innovative approaches to develop the best way forward. A strategic investment in capacity development is essential in preparing Bissau Guinean youth to contribute to national economic and social prosperity. Thus, the project is directly aligned to UNPAF and the CPD strategic priorities in terms of capacity development and employability, especially in regard to vulnerable groups and in the protection of human rights. The solutions to the development challenges stated above are tailored capacity-building programs and accompaniment services for volunteers. Specific support to volunteers will be envisaged to allow them to engage in volunteering assignment requested by the government, CSOs and other partners and in projects development and implementation on social and environmental issues through the NVC. The latter will be strengthened in its operational and volunteering management capacities. This will contribute to foster youth capacity development, employability and civic participation. Youth groups will be better equipped to create and engage in participatory processes that will serve to deepen democracy and encourage good governance. The project will also support the development of a legal framework on volunteerism to tackle the issue of volunteers' protection and volunteering recognition as a tool for better employability.

Problem tree



Solution tree



III. RESULTS AND PARTNERSHIPS

Expected Results

Expected Results

From the results of the national consultation process and based on comparative advantage and experience of UNV and its partners. Anchored in the current UNDP CPD output 2.2 and UNPAF Output 1 will lead to the following deliverables.

Output 1: A legal and statutory framework of volunteerism is in place

An enabling policy environment is a critical step in increasing youth employability through volunteerism. To build further on the already existing policy environment, the initiative will support in the development of a project of law on volunteerism supporting volunteers' protection and recognition.

Activities:

- Support the development of the draft bill on volunteerism;
- Support international experts peer review of the draft law with *Propalop* countries especially Cape Vert, Portugal and Brazil;
- Support the national consultation process for the adoption of the volunteering legislation;
- Support awareness raising on the volunteering legislation at regional and national level;
- Development of advocacy material and approaches on the volunteering legal framework especially targeting the deputies of the National Popular Assembly (NPA);
- Development of communication and informative material on the volunteering law;
- Define the mandate of the national volunteer structure (NVC);
- Outline the different forms of Volunteering existing in Guinea Bissau;
- Clarify difference between volunteerism and mandatory National Service;
- Clarify the difference between volunteering and employment;
- Draft all the necessary application decrees of the approved law;
- Promote and implement the law.

Results:

- A draft law on volunteerism is developed and presented to the NPA;
- 500 youth volunteers and general population of which 50% women involved in the volunteering law consultation process;
- 1000 youth volunteers (F/M) and general population informed of the law on volunteerism through radio debate, awareness raising campaign.

Output 2: The National Volunteer Committee has operational capacity for the efficient management of volunteers and resource mobilization

Building on the enabling policy environment (output 1), the project seeks to support capacity development of the NVC in volunteer management and proper orientation and follow up. This will support the capacity development of youth and volunteers in general, better equipping them to gain experience to respond to the peace and development challenges of the country.

Activities:

- Elaboration of a manual of administrative and financial procedures and Conditions of Service for national volunteers of the NVC;
- Improvement and revision of the internal structure of the NVC with Terms of reference and responsibility clearly defined, incl. for the regional volunteer committees;
- Define institutional linkage, roles, operational modalities, establish monitoring, communication, and coordination mechanisms between the Regional Volunteer Centres and the National Coordination Unit;
- Establish job descriptions for all staff members;
- Ensure national and regional headquarters of NVC are duly equipped;
- Train NVC/RVC and volunteer host organizations, particularly on volunteer management, to enable them to fulfil their function and create a guide including monitoring tools for volunteer assignments;
- Establish a financial management and accounting system for the National/Regional Volunteer Committee;
- Support the elaboration of a strategic and communication framework of the NVC;
- Training for staff of RVC and voluntary host organizations in volunteers' management;
- Organization of awareness raising campaigns, annual camps for volunteers (especially targeting youth students and youth unemployed to prepare them for volunteerism) and public debate on volunteerism.

Results:

- manual of administrative and financial procedures and Conditions of Service for national volunteers of the NVC are elaborated and utilized;
- The internal structure of the NVC is improved with Terms of reference and responsibility clearly defined;
- Strategic and communication frameworks of the NVC are elaborated and operational;
- Existence of regional and national offices with the human and material resources required for their full operation;
- Awareness raising campaigns, summer camps for volunteers and public debate organized on volunteerism targeting 3000 people.

Output 3: Volunteers have improved capacities in the areas of food security, environment, education, health, active citizenship

The project will focus on *narrowing the* educational and socio-economic barriers of Bissau Guinean youth to participate in volunteering. Other factors such as gender and disability will also be taken into account when designing the interventions. In addition, the project will focus on community development as a goal for volunteering activities as well as developing opportunities for social and environmental initiatives that will be developed by the different national and RVCs. These initiatives will offer more opportunities for rural youth, youth with educational and socio-economic barriers to participate to capacity development and volunteerism.

Activities:

- Capacity development of volunteers in the following areas: Food and Nutrition Security; Environment and reforestation; Health: Good hygiene practices; Education; Active citizenship and social cohesion;
- Recruitment and deployment of volunteers (F/M);
- Social and environmental volunteering initiatives implemented by the 8 RVC and NVC;

Results:

- 3000 volunteers (at least 40% of women) enhanced their capacities in the following areas: Food security and Nutrition Security; Environment and reforestation; Health: Good hygiene practices; Education; Active citizenship and social cohesion;
- 9 small grant initiatives are developed and implemented every year in the 8 RVC and NVC on social and environmental initiatives;

Output 4: Enhanced knowledge sharing and advocacy on volunteerism recognition.

Enhanced knowledge sharing and data availability on volunteers and volunteerism in Guinea Bissau is of paramount importance to understand volunteering contributions to sustainable development. Availability of data on volunteers' profile will also support volunteers' placement and skill enhancement. Particular attention will be given to inclusion of women and people with disabilities.

Activities:

- Creation of a database of national volunteers;
- Training in database management at the regional level (RVC);
- Collected and analyzed data on volunteerism and sustainable development.

Results:

- A data base on volunteers' profile is operational in SAB and 8 regions;
- 27 volunteers enhance their capacities in database management at the regional and national level;
- 1 yearly report on volunteerism and its value to the attainment of sustainable development goals is published and distributed.

Resources Required to Achieving the Expected Results

The project is centred on a capacity development approach at upstream and downstream level, therefore key resources required to achieve the expected results would mostly consist of supporting the NVC with : (i) experts in organizational development; technical specialists in resource [Human, Material and Financial] management; analytical and technical knowledge in project's implementation; (ii) consultations, needs assessments and advocacy/awareness raising campaigns; (iii) trainings and workshops; (iv) database design, installation and management; (v) equipment; and (vi) management of Regional Volunteers Committees Centres. The project will be managed by an international UN Volunteer Project Coordinator, with the help of a national Project Assistant (who could be the actual President of NVC to enable transmission of skills and knowledge, in brief capacity building). Some of the technical experts will be deployed through UNV's national UN Volunteers (NUNV) modality to ensure focus on ensuring achievement of the results and the overall goal. The project will mobilize in total of 2 International UN Volunteers, 2 International Youth volunteer and four (4) NUNVs for three years.

To support the coordination of the project at the NVC level the following position are foreseen: 1 National Project Coordinator; 1 M&E and communication specialist; 1 Finance officer; 1 Project assistant; 1 local volunteer communication specialist at NVC Bissau and 2 local volunteers for each RCV (Program Officer and Program assistant).

Project stream	Type	Number of assignments	Thematic area of assignment/tasks:	Duration of assignment	UNVs in total
Project Management	Project coordinator UN Volunteer International	1	Technical support to Project Management	3 years	1
	National Project Director (from NVC)	1	<i>General Project Management</i>	3 years	
	Finance officer NVC	1	Project financial reports (Monthly, Mid-term and annual)	3 years	
	Project Administrative Assistant (Local Personnel)	1	Project Assistant	3 years	
Policy	UN Volunteer International	1	Partnerships Building & Resource mobilization	3 years	1
Volunteers Management	UN Volunteer International Youth	1	Volunteers Capacity development and management	3 years	2
		1	Data base specialist		
Knowledge, Communication & Monitoring	National UN Volunteers	1	M&E specialist	3 years	4
		2	Communication and research specialist		
		1	IT & Website Specialist		
In total:					8

Partnerships

To realize youth's potential requires comprehensive effort by a wide set of partners as well as innovative approaches to develop the best way forward. A strategic investment in capacity development is essential in preparing Bissau Guinean youth to contribute to national economic and social prosperity. The current intervention will have as strategic partner the Government of Guinea Bissau (represented by Ministry of Youth and Employment and Ministry of Economy and Finance) to support them to achieve the results designed in the National Youth Policy in terms of volunteerism, legal framework and youth employability. The NVC is the platform of CSOs, international organization and government supporting volunteerism in the country since 2007. The current initiative has as primary objective to support the strengthening of the current structure to play a key role in terms of volunteers' management, deployment, capacity development and knowledge production. In terms of UN's strategic partnership, UNDP is a fundamental partner in this initiative disposing of substantial and long lasting expertise in capacity development and support to CSOs

and youth. The current initiative is in fact also deeply informed from lessons learned and evaluation of the 3-year project UNV/UNDP on the reinforcement of CSOs and volunteerism in the country that ended in 2014. UNWOMEN will also be a key partner in the current intervention; disposing of strategic expertise on gender equality and currently supporting capacity development of local volunteers of the NVC in gender based violence prevention. FAO is also a major partner who has joined the project bringing expertise in the field of Food and Nutrition Security where few volunteers will be oriented for their assignment. The present project will also forge partnership with the private sector especially renewable energy enterprises and telephone companies to promote communication on volunteerism.

Risks and Assumptions

1. Political and strategic risks

Risks	Mitigation measures
The risk that such a project will not be realized lies in the challenges that the Government might encounter to enact a national law regulating voluntary service (for all) in the country; Lack of political support from the authorities, may constitute constraints.	This risk could be mitigated by a strong advocacy from partners and CSOs in the country and specifically by UNV supporting the NVC in organizing advocacy activities; The Government's willingness to support this process and to commit itself to refocused cooperation on human development/poverty reduction that integrates all segments of the population, the various actors in the country and a Partnership strategy, should mitigate these risks. The 2018 elections will also permit the normal functioning of the ANP.
The sources of co-financing of the project activities identified do not materialize within the settled deadlines;	This risk could be mitigated by the Government's decision to bring on time financial contribution to be included in the national budget as annual recurrent contribution; Contributions of partners (UNVP & UNDP) to the project for the three years of its implementation. Other partners could be approached to further minimize this risk, such as the Delegation of the European Union (EU), Portuguese Cooperation, etc.;; Involvement and information of the financial partners on the management of the project; Reminder of obligations under the Memorandum of Understanding with each partner; Approach to mobilizing resources from other sources of co-financing, where appropriate.

2. Risks at technical and organizational level

Risks	Mitigation measures
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<p>Lack of in country specialist on organizational development and management of national volunteering body to be recruited.</p> <p>Partners have sometimes a negative view of the volunteers in terms of technical quality</p>	<p>This risk could be mitigated by recruiting international volunteers with proven technical knowledge in organizational development and volunteer scheme management;</p> <p>Involve the partners in the management, the training of the volunteers and in all the process of volunteers' management.</p>
<p>The difficulties for the NVC to timely fulfil the demand of volunteers by receiving structures.</p>	<p>The NVC will set up a database and set up a decentralized and permanent communications strategy, based on the mobilization of volunteers.</p>

Stakeholder Engagement

Direct Beneficiaries

- As a matter of priority, the main beneficiary is the State, which will have a legal and regulatory framework for the promotion of volunteerism which will contribute to the challenge of poverty;
- Civil society organizations (including NVC, NGOs and associations) whose role will be strengthened at different levels;
- Unemployed women and men, especially targeting young [educated as well as non-educated] people and women;

Indirect beneficiaries:

- Local authorities empowered to take decisions and manage municipalities;
- Volunteer host communities and the general public who benefit from the various information and awareness raising campaigns on volunteerism and sustainable development ;
- Partner institutions that have committed themselves to the implementation of the national youth policy.

South-South and Triangular Cooperation (SSC/TrC)

The project to strengthen the capacity of the NVC in Guinea Bissau is in line with the strategy to provide the country with a volunteer infrastructure. Once the project is completed, Guinea Bissau will be able to join the ECOWAS Member Countries participating in the nascent project of exchange of volunteers between South countries and between South and North. Two examples can be cited: The National Volunteer Agency in Togo (AVNT) with France Volontaires has been experimenting exchange of volunteers for several years between France and Togo and since this year the same agency has been experimenting an exchange of volunteers with the volunteering agency of Benin. This is South-South cooperation.

At the same time, in October 2016, France Volunteers, UNV, OIF, ECOWAS, CONFEJES [...] initiated an annual meeting of actors of international voluntary reciprocity⁶. The purpose of these meetings is to set up rules of exchanging volunteers between certain countries located in America (Ecuador), Europe (France) and Africa (Togo). Ultimately, these exchanges are likely to involve more countries. This is triangular cooperation.

The Bissau Guinean's volunteer infrastructure project intends to join south-south cooperation agenda of ECOWAS and triangular exchanges with others countries having more and longtime experience of managing national volunteering body to achieve its own sustains results of transformation and strengthening of capacities.

⁶ Next meeting to be held in Niamey [Niger] in November 2017.

In the framework of this initiative and considering the close historical and social ties between Guinea Bissau and Cape Verde. A learning visit to Cape Verde will be organized for Bissau Guinean stakeholders to give them an opportunity to learn from their neighbouring country on volunteering legal framework and management of a national volunteering service. It is also foreseen that the visit will be key to establish a system of peer support between the two countries.

Knowledge

The inexistence or inconsistency of data on volunteers and the impact of volunteerism on sustainable development requires a twofold approach to knowledge production and dissemination on volunteerism. On one hand, the creation of a computerized database of available volunteers in the various fields of sustainable development will be developed by region of residence of the candidates. Young people will be prioritized, especially unemployed graduates. This does not neither exclude the recruitment of national volunteers who are experienced and available to serve as volunteers nor the recruitment of non-educated, but life experienced young people. The database will take into account the confidentiality of information gathered from candidates and aspects of regional representativeness, gender, religion, age, etc. On another hand, periodic reports and data will also be generated on volunteers' contribution to SDGs and the country national priorities. Based on all data gathered a knowledge product will be annually produced to demonstrate impact of volunteer action in the achievement of SDGs and national development priorities.

Sustainability and Scaling Up

Volunteerism, when duly structured and managed with capacity development and monitoring mechanism is a long term social commitment to enhance community wellbeing. It therefore represents an important strategy to achieve and localize the SDGs. The sustainability of the national volunteering infrastructure needs to be at the same time institutional, financial and by its results, to meet the priority needs of Guinea Bissau.

Institutional sustainability: The development and adoption of the law on volunteering will be a guarantee of the sustainability and stability of the system that will be put in place. The technical and financial support to the NVC during the project lifespan will ensure that NVC will have a robust institutional and organizational structure to pursue its objectives in the future.

Financial sustainability: The structure put in place should have a permanent funding mechanism through national resources and a resource mobilization strategy. It is also foreseen that the proforma cost of national volunteers will include a component related to volunteers' management cost that will financially sustain the NVC. The management of the funds should be transparent and follow a specific procedures manual. Finally, the real sustainability will be achieved through real ownership by all the actors of this tool of mobilization and participation of the young people and volunteers in general.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project management will ensure that interventions are conducted by engaging key stakeholders and partners to minimize costs and maximize results. The project will draw lessons from similar initiatives that have been successfully implemented in the region and ongoing interventions in the country. The policy and regulatory frameworks will facilitate the mobilization and placement of volunteers in selected host organizations with greater potential for improving the employability of the volunteers. Synergies will be created with similar initiatives and cost-sharing will be envisaged

especially with UNWOMEN current interventions with the volunteers of NVC involved in awareness raising on gender equality and fight against gender based violence.

Modality of execution

The project will be implemented in accordance with the procedures and modalities of "Full Support to NIM" within the framework of a Coast Sharing Agreement between the Government of Guinea Bissau and UNDP. Such procedures shall be in accordance with UNDP quality assurance rules.

The Full Support to NIM modality will be used to carry out the activities under the Project. For instance, all big procurement activities will be insured by UNDP procurement specialist, while all small procurement activities will be implemented by national counterpart under UNV technical advice. The aim of this modality will be to enhance national counterpart capacity on project management. Thus, UNDP will be responsible for the project vis-à-vis the Government while UNV will provide technical expertise in the establishment of in country volunteer scheme. Funds will be managed by national counterpart with strong support from UNDP.

Project Management

Institutional anchoring of the program will be ensured by the Ministry of Youth and Employment (MYE) which could delegate this responsibility to its Youth and Volunteering Directorate. In order to ensure full ownership of the program steering mechanism, UN partners' agencies (UNDP, UNV & FAO) may act as Support/Advisory Agencies in the implementation.

UNV will recruit an IUNV (Project Manager) for the implementation of the project.

The MYE will ensure that the activities of the program are consistent with the Government's objectives for peace and sustainable development, etc., and that each programme member, official, UNV or employee performs his/her activities:

- With diligence and efficiency;
- In accordance with good management practices in the administrative, financial, economic, environmental, non-discrimination and gender equality fields;
- In accordance with the Annual Working Plans [AWPs] approved by the Project Steering Committee;
- In accordance with the Program's Administrative, Accounting and Financial Procedures Manual of UNDP;
- In order to ensure the sustainability of its achievements and the impact on the objectives of the national strategic documents, especially the national youth policy.

Coordination of the project will be provided by UNV through expertise of an International UN Volunteer, assisted by a Project Assistant and an Administrative assistant. The MYE and the Ministry of Economy and Finance (MEF) from the side of the Government will be represented on the project steering committee and will support the NVC by encouraging the development of youth initiatives and by participating in the promotion of volunteering among the population and young people in particular. The MYE will be involved, through the provision of trainers, in the capacity-building activities of volunteers.

V. RESULTS FRAMEWORK⁷

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understands the results of the project.

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:									
UNPAF 2016-2020 Outcome 1: Consolidating stability and rule of law, democratic participation and equal opportunities for all.									
UNDP CPD Output 2.2: Vulnerable populations - in particular young people and women - benefit from emerging economic opportunities and have access to inclusive financing and markets									
Outcome indicators as stated in the UNV Global Programme Results and Resources Framework, including baseline and targets:									
Outcome 2: National and sub-national capacities are enhanced for the set up and implementation of volunteer infrastructure in support of the domestic objectives and the SDGs”									
Applicable Output(s) from the UNV Strategic Framework: Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes.									
Project title and Atlas: Enhancing capacities of the National Volunteer Committee of Guinea Bissau for inclusive citizenship, peace and sustainable development; Atlas Project Number: TBC									
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3		FINAL
Output 1 Enhanced national capacity to develop enabling legal framework for volunteerism and its recognition	1.1 Existence of a legal framework for volunteerism	Parliament or State Official Journal	0	2018	X	0	0	1	Official Journal Quarterly Check Risk: Parliament delay in the process of adopting text; End of term of parliament legislature; Low funding of advocacy activities

⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 2 The National Volunteer Committee has operational - capacity for the efficient management of volunteers and resource mobilization	2.1 Existence of functioning national and regional structures managing local and international volunteers	NVC documentati on check and monitoring of national and regional volunteering body structures	0	2018	X	X	X	X	3	NVC & RVC quarterly documentation check <i>Risk:</i> Lack of funds to start project implementation; Administrative burden in the process of disbursement of project funds
										NVC & RVC quarterly documentation check
Output 3 Volunteers have improved capacities in the areas of food security, environment, education, health, active citizenship	Indicator 3.1 Number of volunteers (F/M) with enhanced capacities on the different thematic areas	NVC personnel data check FAO, UNV, UNDP & UNWOMEN trainers' documentati on check	0	2018	X	X	X	X	3	Documentation analysis <i>Risk:</i> Difficulty of M&E Officer to have access to trainers' documentation and data
										Documentation analysis <i>Risk:</i> Difficulty of M&E Officer to have access to trainers' documentation and data

	<p>Indicator 3.1 Number and type of volunteers' initiatives carried out through micro-grants</p>	Project data & documentation	M&E fund TBC	2019	0	X	X	2	<p>Project data & documentation analysis</p> <p>Risk: Difficulty of M&E Officer to have access to micro-grants data from project coordinator</p>
<p>Output 4 A database of volunteers is available in 8 regions of the country and the autonomous sector of Bissau</p>	<p>Indicator 4.1 Number of regions and SAB with a functioning data base</p>	Mid-term M&E report	M&E fund TBC	2018	X	X	X	3	<p>Documentation analysis & field monitoring</p> <p>Risk: Lack of in country data base specialists to work in the regions</p>

	Indicator 4.2 Number of volunteers (F/M) recruited through the database	NVC volunteer data base check	0	2018	X	X	X	3	NVC data base quarterly monitoring Risk: Lack of electric energy; Lack of funds to finance alternative green energy to enable the organization's IT system to function at all times.
	Indicator 4.3 Type of knowledge product developed using volunteers related data	NVC annual report	0	2019	0	X	X	2	NVC annual report analysis Risk: No annual report production due to lack of personnel having reporting and communication skills.

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP UNV &	TBC
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		TBC
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		TBC
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	ROWCA	ROWCA Defence Budget (TBC)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	ROWCA	ROWCA Defence Budget (TBC)
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually, and at the end of the	Relevant project activities are captured to demonstrate impact	Project Coordination	0

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)	of volunteer action and volunteerism to achieve project needed results.	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Govnt Representatives FAO UNDP UNV 0

Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	FAO/UNDP/UNV		1	10 July 2019	Ministry of Youth and employment, NVC	15,000 \$
Final Evaluation	FAO/UNDP/UNV		1	Dec 2020	Ministry of Youth and employment, NVC	15,000 \$

⁹ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹⁰¹¹

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount USD
Output 1 Enhanced national capacity to develop enabling legal framework for volunteerism and its recognition.	1.1 Activity Support the development of the draft bill on volunteerism;	X			UNV	UNV	2000	
	1.2 Activity Support the national consultation process for the drafting of the volunteering legislation;	X			UNV	UNV	18000 ¹²	
	1.3 Activity Support awareness raising on the volunteering legislation at regional and national level		X		UNV	UNV	6000	

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

¹² 2000 \$ per region (for 8 regions) plus Bissau.

Output 2 The National Volunteer Committee has operational capacity for the efficient management of volunteers and resource mobilization	1.4 Activity Development of advocacy material and approaches on the volunteering legal framework especially targeting the deputies of the National Popular Assembly (ANP);	X				UNV	UNV	UNV	4000
	Activity 1.5 Development of communication and informative material on the volunteering law.	X				UNV	UNV	UNV	6500
	MONITORING				X	UNV	UNV	UNV	5000
	Sub-Total for Output 1								41,500
	2.1 Activity Elaboration of a manual of administrative and financial procedures and Conditions of Service for national volunteers of the NVC;	X					UNV	UNV	UNV
2.2 Activity Improvement and revision of the internal structure of the NVC with Terms of reference and responsibility clearly defined;	X					UNV	UNV	UNV	0
2.3 Activity Support the elaboration of a strategic and communication framework of the NVC;	X					UNDP	UNDP	UNDP	3000

	2.4 Activity Training for staff of regional volunteers' centres and voluntary host organizations in volunteers' management;	X				UNV	UNV	18000 ¹³
	2.5 Activity Organization of awareness raising campaigns, IVD, summer camps for volunteers and public debate on volunteerism;	X	X	X	X	UNDP	UNDP	54000 ¹⁴
	Activity 2.6 2.7.1 Operationalization of NVC team in Bissau and regions (at least 40% of which are women)	X				UNV	UNDP Govnt	56400 ¹⁵
	2.7.2 Operationalization of NVC structure Management and communication	X	X	X	X	UNV	FAO UNDP	180000 ¹⁶

¹³ 2000 \$ per region + NVC In Bissau

¹⁴ 2000 \$ per region + NVC in Bissau for three (3) years.

¹⁵ This amount for 1 year is a result of 587.5 \$ per month (times 12) for 8 Regional Project Coordinators. This is for year 1 of project implementation. No need for years 2 and 3 since the team will already be operational since year 1.

¹⁶ 15000 \$ per NUNV (4 volunteers) for three (3) years.

education, health, active citizenship	Activity 3.2 Capacity development of volunteers in the following areas: Food and nutrition security; Environment and reforestation; Health: Good hygiene practices; Education; Active citizenship and social cohesion; etc.	X			GVNT	GVNT	9000
	Activity 3.3 Social and environmental volunteering initiatives implemented by the 8 RVC and NVC;		X	X	UNDP	UNDP	0
Output 4 A database of volunteers is available in 8 regions of the country and the autonomous sector of Bisau	Activity 4.1 Creation of a database of national volunteers.	X			UNV	UNV	1000
	Activity 4.2 Training in database management at the regional (local) level.		X		UNV	UNDP	5000

Activity 4.3	Collected and analysed data on volunteerism and sustainable development (production and dissemination of triannual reports and communication material)			X	UNV	UNV	6,000
Sub-total							21000
Evaluation (as relevant)	EVALUATION						30000
General Management Support							
TOTAL		552 233					1 444 400 \$

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under NIM modality by Ministry of Youth and Employment with the General Direction of Youth and Employment, hereinafter “the Implementing Partner (IP)”. The **Implementing Partner (IP)** will assume full responsibility and accountability for the effective use of project partners’ (Government of Guinea Bissau, UNDP, UNV and FAO) resources and the achievement of the project outcomes and outputs at all levels as set forth in the document. The accountability of an IP is to:

- Report, fairly and accurately, on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project agreement;
- Maintain documentation and evidence that describes the proper and prudent use of project resources in conformity to the project agreement and in accordance with applicable regulations and procedures. This documentation will be available on request to project monitors (project assurance role) and designated auditors.
- Approve and sign the annual work plan for the following year;
- Approve and sign the quarterly and annual Combined Delivery Report (CDR);
- Sign the Financial Report or the Funding Authorization and Certificate of Expenditures (FACE)

The IP will sign a budgeted Annual Work Plan (AWP) with project partners. The IP will designate a National Project Director¹⁹ (NPD) who will be responsible for overall project management and its results. NPD will be supported by IUNV Project Manager for day to day implementation of the Project.

Project Steering Committee: Project Steering Committee (PSC) will be set up at national level co-chaired by the NPD, UNDP, UNV and FAO. PSC group will be responsible for making by consensus, management decisions for the project including approval of project plans and revisions. The Project Steering Committee will include representatives from the Implementing Partner, responsible parties and other potential donors and agencies. It will be composed of representatives of the following technical ministries: Youth and employment, Ministry of Economy and Finance, Territorial Administration and Decentralization, Environment, Education, Women Family and Social Cohesion, Health and Program partners (UNV, UNWOMEN, etc.), five representatives of civil society (NVC, RENAJELF, RENAJ, FORUM, CNJ) and two representatives of the decentralized communities.

In order to ensure UNDP’s ultimate accountability, PSC decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In addition, the PSC will be responsible for

- Project oversight;
- Project Monitoring;
- Annual project reviews;
- Project assurance;
- Approval of appointment of Project staff and responsibilities;
- Address project issues as raised by the Project Manager;
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Assess and decide to proceed on project changes through appropriate revisions;
- Review project expenditures against activities and outcomes;
- Quarterly project reviews and suggest implementation strategies and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

¹⁹ The National Project Director (NPD) will be the actual President of National Volunteer Committee.

- Project evaluations - assuring quality of the evaluation process and products, and using evaluations for performance improvement, accountability and learning;
- Approvals of plans - Based on the approved annual work plan (AWP), the PSC may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Conflict resolution - It arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.
- UNV will provide technical support and oversight to all aspects of volunteerism.

The PSC will meet at least once a year and if required, (need-based) during the year.

Responsible Parties: To achieve project results, partners will be identified. These will be designated as Responsible Parties – entities that have been selected on the basis of a written agreement or contract to purchase goods or provide services using the project budget – for carrying out the different activities. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. The following types of organizations may act as Responsible Parties: UNDP, other UN agencies, Government agencies, IGOs, CSOs and private firms. Firms and CSOs (except micro-capital grant recipients) shall be selected as Responsible Parties only on the basis of a competitive procurement process undertaken by the Implementing Partner. UNDP, UNV, UN agencies, IGOs, Government agencies, or CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities. To the extent that Responsible Parties exempted from competitive procurement process can be identified or anticipated during project formulation, they should be listed in the annual work plan and draft terms of reference for their services attached to the project document

UNV and UNDP will be represented as technical expert in selection of Responsible party (ies).

The **Project Steering Committee** is the main decision-making body of the project, in charge of project orientations and validation of its results. It includes the following functions:

The Executive, which chairs the Project Steering Committee, is appointed by UNDP. It is responsible for the efficient use of the resources allocated to the project and the achievement of the results (see Financial Regulation 27.01).

The Development Partner or Principal Provider represents the interests of the parties who fund and/or provide technical expertise for the project. The function of the main supplier within the Committee is to provide guidance on the technical and financial feasibility of the project. The main provider is the structure intended to produce the products of the project; it is therefore the National Volunteers Committee.

The Representatives of the beneficiaries or Principal Beneficiaries represent the interests of the beneficiaries of the program/project. These include Organizations Involving Volunteers, Civil Society Organizations of Youth [CSOs] working in the areas affected by the project. Their main role is to ensure that the results of the project are achieved within the steering committee in the perspective of the beneficiaries of the project. The main beneficiaries monitor the progress of the project according to the targets set and the quality criteria.

The Committee shall meet twice a year in ordinary session. It may meet in extraordinary session if necessary. Its Secretariat is provided on a rotational basis by its members. The committee conducts the program's main orientations, examines the activity and financial reports of the program and

approves the Annual Work Programs and Budgets. It also reviews internal and external audit reports on the management of the Program and evaluations of the contributions of the OSCs and the Volunteers to the development and peace actions. At least 40% of the representatives of the Project Steering Committee will preferably be women.

Project Quality Assurance. The project assurance role supports the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its assurance responsibilities to the Project Manager. The UNV Programme Officer in Guinea Bissau and UNV Programme Specialist, Volunteer Infrastructure, Dakar Regional Office will undertake the following Project Assurance roles:

- Ensure that funds are made available to the project;
- Ensure the project is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and “spot checks”;
- Ensure that resources entrusted to UNDP are utilized appropriately;
- Ensure that critical project information is monitored and updated in Atlas;
- Ensure that progress and financial reports are submitted to UNDP/UNV on time;
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated.

The **Project Management Unit** reports to National Project Director and is headed by the IUNV Project Coordinator. S/he is responsible for the day-to-day implementation of the project, on behalf of the implementing partner, and within the limits granted by the Project Steering Committee. The main responsibility of the Project Coordinator is to ensure that the project delivers the products specified in the project document according to the required quality standards and within the planned time and cost.

The Project Coordinator is assisted by an implementation team.

The team will include:

In Bissau,

- 1 Project Coordinator (IUNV),
- 1 National Project Director (Local Personnel/Actual President of National Volunteer Committee),
- 1 Finance Officer (Local Personnel),
- 1 Project Administrative Assistant (Local Personnel),
- 1 Partnerships and Resource Mobilization Specialist (IUNV),
- 1 Volunteers Capacity development and management Specialist (IUNV Youth),
- 1 Data Base Specialist (IUNV Youth),
- 1 M&E Specialist (NUNV),
- 2 Communication & Research Specialist (NUNV)
- 1 IT & Website Specialist (NUNV)

In Regions,

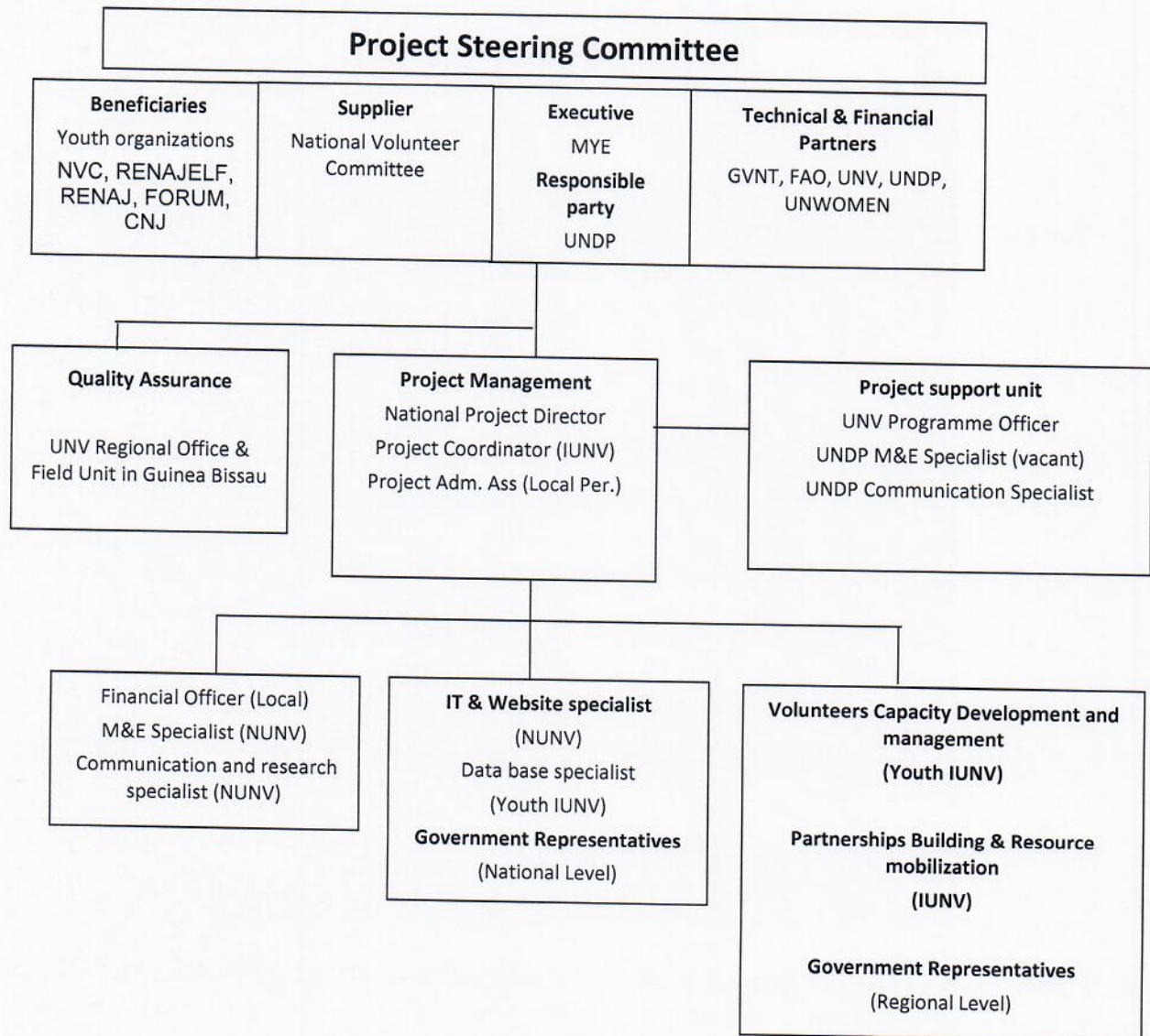
- 2 local volunteers (Regional Programme Coordinator and project assistant)

- United Nations Volunteers:

The project will be managed by a National Project Director (NPD – actual President of National Volunteer Committee), seconded by a Project Coordinator (IUNV). Some of the technical experts will be deployed through UN National Volunteers (NUNV) modality to ensure focus on ensuring

achievement of the results and the overall goals. The project will mobilize a total of 4 International UN Volunteers (whose 2 will be from Youth modality), and four (4) NUNVs for three years.

Project Organizational Structure



IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project will be implemented by national counterpart under Full Support to NIM Modality in accordance with UNDP financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]²⁰.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and

²⁰ Use bracketed text only when IP is an NGO/IGO

Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**