



Peacebuilding Fund
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2010

Programme Title & Number
<ul style="list-style-type: none">• Rehabilitation of selected prisons• GNBT34• PBF/GNB/B-1

Country, Locality(s), Thematic Area(s)²
<i>Guinea-Bissau</i>

Participating Organization(s)
<i>UNODC</i>

Implementing Partners
<ul style="list-style-type: none">• Ministry of Justice

Programme/Project Cost (US\$)
MDTF Fund Contribution: <ul style="list-style-type: none">• <i>900.000,00</i>
Agency Contribution
Government Contribution <i>(if applicable)</i>
Other Contribution (donor)
TOTAL: 900.000,00

Programme Duration (months)
Overall Duration 12 months
Start Date ³ July 2008
End Date or Revised End Date, <i>April 2011</i>
Operational Closure Date ⁴ April 30, 2011
Expected Financial Closure Date May 27, 2011

Programme Assessments/Mid-Term Evaluation
Assessment Completed - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____
Mid-Evaluation Report – if applicable <i>please attach</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____

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¹ The term “programme” is used for programmes, joint programmes and projects.
² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.
³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).
⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

NARRATIVE REPORT

I. Purpose

- **Provide the main outputs and outcomes/objectives of the programme.**

Under the peace building goal of supporting government efforts to reform its security sector in order to stabilize the peace process and protect the social development of the country against drug trafficking, organized and other forms of crime, the project's objective is to establish a fair, humane and efficient justice system for all by ensuring a strengthened capacity of the prison sector to respond to the needs of the criminal justice system as a whole.

The project will address the requirement for secure and adequate physical infrastructures able to host prisoners and detainees in compliance with international standards while focusing on capacity building of prison staff in order to ensure the effective management of prisoners' data files in line with international standards.

The project comprises a set of interrelated activities focused on the delivery of three key outputs as follows: (i) One prison in Bissau, one in Mansoa, one in Bafata and one in Canchungo (replacing the initially foreseen second prison in Bissau) refurbished in line with international standards; (ii) Data management system established for the two prisons in Bissau and the two provincial prisons; (iii) Prison managers and senior penitentiary staff trained with special focus on the management of the data files.

The Overall Objective is to support the efforts of the Government of Guinea-Bissau in reforming its security sector in order to stabilize the peace process and protect the social development of the country against drug trafficking, organized crime, and crime more generally. Such a programme constitutes an integral part of the Security Sector Reform of the Government of Guinea-Bissau.

The Specific Objective is to establish a fair, humane and efficient justice system for all by ensuring a strengthened capacity of the prison sector to respond to the needs of the criminal justice system as a whole.

The Outcomes of the project are:

By addressing the requirement for secure and adequate physical infrastructures able to host such prisoners and detainees in compliance with international standards on the treatment of prisoners, and by focusing on the development of an effective data management system in line with international standards, a greater belief in the criminal justice system will be promoted, putting an end to the pervasive feeling that impunity always prevails. Establishing effective rule of law institutions will restore faith in the justice system.

Modernized legal and administrative frameworks, in connection with an up-to-date Data Management System and adequately trained staff for the penitentiary administration permit Guinea-Bissau to possess prisons that comply with the UN Standard Minimum Rules for the Treatment of Prisoners and put an end to current prevailing lawlessness due to weak and corrupt penitentiary administrative capacity.

Complementary to this, the comprehensive refurbishment of the central prison in Bissau and three provincial detention centers in line with international standards leads to credible enforcement of sentences, particularly relevant to deter criminals by reversing the current lawlessness.

The Outputs of the project are:

Output 1:

Two prisons in Bissau, one in Mansoa and one in Bafata refurbished in line with international standards.

Output 2:

Data management system established for the two prisons in Bissau and the two provincial prisons.

Output 3:

Prison managers and senior penitentiary staff trained with special focus on the management of the data files.

- **Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund/JP.**

The strategic theme is Rule of Law, Criminal Justice Systems: more accessible, accountable and effective (1.3.1 – 1.3.3)

To establish a fair, humane and efficient justice system for all by ensuring a strengthened capacity of the prison sector to respond to the needs of the criminal justice system as a whole of the security Sector Reform. To assist in the rehabilitation of secure and adequate physical infrastructures able to host prisoners and detainees in compliance with international standards while focusing on capacity building of prison staff in order to ensure the effective management of prisoners' data files, also in line with international standards. It was initially foreseen the rehabilitation of two prisons in Bissau, one in Mansoa and one in Bafatá refurbished in line with international standards; the establishment of a proper Data Management System for the two prisons in Bissau and for the two provincial prisons; Assistance in the recruitment of prison managers and senior penitentiary staff trained with special focus on the management of the data files.

II. Resources

Financial Resources:

- **Provide information on other funding resources available to the project, if applicable.**

The Department of Political Affairs (DPA), through the Trust Fund in support of the activities of United Nations Peace-Building Office in Guinea Bissau contributed with an amount of US\$ 70.400,00 (72.230.00 with PSC) and agreed that this contribution be used to support the current project for the rehabilitation of prisons in Guinea-Bissau. UNIOGBIS and Africa II Division subsequently agreed to request the use of the remaining US\$72,272 in UNIOGBIS' Trust Fund, including the UK contribution, to fund a project aimed at equipping two prisons in Mansoa and Bafatá.

The Grant recommendation is for UNODC to purchase furniture and office equipment, as well as software for the management of the two above-mentioned prisons, with a view to making those prisons functional.

On 23 December 2010 an agreement with this funding purpose was signed between the UNODC and the DPA and the funds are to be utilized in 2011.

- **Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.**

A revision was done according to the rules of Peace Building Fund and aimed at obtaining a no-cost extension of the project until April 2011. It was approved by the Minister of Justice on 10 December 2010. Once the approval of the PBF was received, UNODC initiated a revision to extend the project and make some budgetary changes. However, on 31st December 2010, the internal clearance for the revision was still pending.

- **Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.**

UNODC sub-office in Bissau has fruitful collaboration with local UNDP office and is continuously devoted to improve time constraints with ROSEN by improving its communication and planning mechanisms.

Human Resources:

- **National Staff: Provide details on the number and type (operation/programme).**

One Administrative Assistant, based in Bissau that provides the administrative and secretarial support required by the project. She covers all financial and administrative aspects of the project in cooperation and coordination with the UNODC Regional Office in Dakar (ROSEN).

- **International Staff: Provide details on the number and type (operation/programme)**

One Legal Adviser on anti-narcotics and criminal justice (Project Manager) and one Assistant Legal Adviser (UNV), both based in Bissau.

III. Implementation and Monitoring Arrangements

- **Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.**

The UNODC Legal Adviser based in Bissau devised under the project in partnership with UNODC ROSEN and always in full coordination with the National Steering Committee of the Peace Building Fund is ensuring proper planning, monitoring, and follow-up of the different activities of the project. On a yearly basis, the Legal Adviser will assess the progress made, identifying best practices and milestones, as well as describing obstacles to the implementation of the project. The problem analysis by the Legal Adviser will include description of enacted solutions and devised contingency plans. Annual reports will be structured to cover the financial administration of allocated funds by matching activities with operated disbursements.

Monthly reports and quarterly reports are being made to the National Secretariat of the Peace Building Committee as requested, informing on the ongoing activities.

- **Provide details on the procurement procedures utilized and explain variances in standard procedures.**

The procurement procedure for all activities under the current project is being done by UNDP in Bissau that ensures full compliance with UN rules and regulations in the respective processes.

- **Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.**

This project is part of an Operational Plan developed by the Government of Guinea-Bissau in partnership with UNODC. In order to ensure best monitoring and implementation of the different projects, a Programme Consultative Board (PCB) will be established. In implementing its operational tasks, the PCB will rely on the performances of its two Executive Directorates responsible for the punctual implementation of the Anti-trafficking (GIB AT) component and the Justice and Prison (GIB JIP) component – of which this project is part –, respectively.

The Programme Consultative Board (PCB) is chaired by the Minister of Justice and relying on the secretarial services provided by UNODC, the PCB is composed of representatives of the following institutions and international partners:

- National authorities:

Ministro dos Negócios Estrangeiros da Guiné-Bissau, Ministro da Administração Interna and Ministro da Defesa.

- International Partners:

UNODC, RSG/UNOGBIS, UN Resident Coordinator/UNDP, ECOWAS/CEDEAO, EU and Portugal;

Considering the nature of the PCB and its intrinsic overall aim of inclusion and coordination, membership to the PCB will be continuously reviewed at its regular meetings. Similarly and independently of the direct or indirect contribution to the Anti-Narcotic Programme, external partners may be invited to attend PCB meetings as observers.

The main functions of the PCB are:

1. Reviewing the annual work plan, suggests amendments, and recommends actions particularly with respect to operational synergies with ongoing and planned technical assistance inputs provided under bilateral initiatives and operational projects launched under the Security Sector Reform Programme;
2. Reviewing financial reports related to final annual expenditures and clears requests for annual budgetary allocations, and
3. Reviews progresses made in the implementation of the different components of the programme and endorses end of the year reports.

For the Executive Directorate, the composition is based on the following elements:

1. General-Director of Justice Administration;

2. One magistrate assigned by the Presidency of the Supreme Court of Justice, and
3. Specialized personnel on Penal Reform from International partners posted in the country such: European Commission/EU, ECOWAS / CEDEAO, UNOGBIS and Portugal.

The main functions of the Executive Directorate are:

1. Reviews and monitors the implementation of the different activities of the project;
2. Drafts work plans and prepare budgetary allocations for submission;
3. Addresses problems hampering smooth implementation of activities planned in the agreed work plans and reports to the PCB if a solution could not be found, and
4. Drafts annual and semi-annual reports (descriptive and financial), approves procurement and recruitment, and clears draft project and project budget revisions following requests by the PCB
5. Finally, being a project fully funded by the PBF, the project also is monitored on a consistent basis by the National Steering Committee of the PBF who has been visiting the construction sites and delivering important recommendations where necessary for the good implementation of the programme.

The project will be subject to external evaluation at any stage during its implementation and up to twelve months following completing. Provisions for external evaluations have been made in the project's budget and may not be reduced or eliminated. The organization, terms of reference and time of the evaluation exercise will be decided after consultation among the participating parties to the activities of the project.

Evaluation missions, which will include both external experts and UNODC HQs staff, will assess the project's impact and policy issues arising from its implementation. Prior to the evaluation exercise, UNODC ROSEN will prepare a final report which will constitute the major reference document for such exercise. The findings of the evaluation exercise will be made public and available to all national and regional counterparts.

The project may be subject to UNODC thematic evaluation together with other UNODC initiatives undertaken in the same area.

As all UNODC projects, the project is subject to audit by both the United Nations Internal Audit Division and the United Nations Board of External Auditors upon their request.

As mentioned above, monthly reports and quarterly reports are being made to the National Secretariat of the Peace Building Committee informing on the ongoing activities.

- **Report on any assessments, evaluations or studies undertaken.**

UNODC Sub-Office in Bissau conducted, in cooperation with the IT department of UNODC HQ in Vienna, a study on the needs for the development of a Data Management System for the 2 rehabilitated prisons in Mansoa and Bafatá. In this regard, a needs assessment was done in cooperation also with the Ministry of Justice regarding the needs of a detainee file management and the establishment of a Data Management System taking into account national legal frameworks, hardware, software and training requirements.

UNODC decided, in cooperation with the Ministry of Justice, to conduct an international assessment on the penitentiary needs in the country. This assessment, chaired by the Minister of Justice, was

conducted during the last week of April and the first week of May 2010, and included consultations with other institutions, such as the Ministries of Education, Health, Women and Social Affairs, Finance, and Defense, as well as the National League on Human Rights, the civil society, the General Public Prosecutor's Office, and other international counterparts such as UNIOGBIS, UNHCHR and UNICEF.

The assessment confirmed that prison reform in Guinea-Bissau is an absolute necessity. It was also noted that this reform should include the rehabilitation of two other prisons - Canchungo and the former Detention Centre of the Judiciary Police in Bissau. Still under the present project, there would be a need to build a Central Prison (not funded yet) in the city of Bissau in full compliance with international standards and taking into consideration aspects related to education, health services, juvenile delinquency and other social aspects of reintegration

IV. Results

- **Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.**

The rehabilitation works at the prisons of Bafatá and Mansoa were finalized on 18 June 2010 and UNODC proceeded to a technical hand-over of both facilities to the Ministry of Justice on 28 June 2010. The procurement procedure started with an invitation for tender launched by the Ministry of Justice, with input from UNODC, in early 2009.

UNODC made sure that these new prisons in the country would be built in strict compliance with international standards, in particular human rights, minimum security rules and separation between male and female inmates. For a proper follow-up of the construction works, UNODC made regular visits on a monthly basis.

Following the finalization of the works, UNODC conducted the procurement of the furniture and equipment, which was launched already in August 2009 and will be finalized during the first quarter of 2011.

The Data Management System was developed by the IT Section of UNODC in November 2010. It is expected to be installed at Bafatá and Mansoa prisons, as well as at the Ministry of Justice, during the first quarter of 2011. This part of the project also includes the training of 12 supervisors (the best graded penitentiary guards at the training of November 2010 – see below).

The development of tailor-made software, called “*Go-DMS*”, was possible thanks to the good collaboration with the Ministry of Justice in assessing the needs of the prison system in terms of data registration. The assessment was made in April-May 2010.

The Ministry of Justice finalized in February 2010 the procedure for the recruitment of penitentiary guards and Directors of Prisons. Eighty penitentiary guards and five Directors passed the selection process, which was done - upon request of UNODC - in full cooperation with the Portuguese Institute for Development of the Portuguese Ministry of Foreign Affairs, and also in direct cooperation with the Directorate General of Prison Services of the Ministry of Justice of Portugal. The Penitentiary Guards and Directors were provisionally appointed after the completion of a training that lasted two and half months, starting in September and finishing on 10 November 2010

The training sessions used a new programme developed in collaboration with UNODC and approved by both Guinea-Bissau and Portugal. Once the training was completed, Portugal provided, on the same date, 160 uniforms, 30 pairs of handcuffs and 80 batons.

This project is having an unanticipated, but very positive, result in terms of cooperation with Portugal, despite being a project fully funded by the Peace Building Fund. Indeed, the training of the Penitentiary Guards and Directors, as well the delivery of some security equipment to them (uniforms, batons and handcuffs) was only possible due to an excellent cooperation between UNODC and the Portuguese authorities, in particular the Portuguese Institute for Development of the Ministry of Foreign Affairs, the Portuguese Ministry of Justice and the Embassy of Portugal in Guinea Bissau.

- **Report on the key outputs achieved in the reporting period including nature of the activities (inputs), % of completion and beneficiaries.**

Only two prisons (Mansoa and Bafatá) could be refurbished due to the lack of resources linked to the capacity of the building companies in Guinea-Bissau and higher than expected costs of material (everything has to be imported). The budget was therefore too short to refurbish four sites, and a series of changes in the initial design of both architectural projects (Mansoa and Bafatá) had to be done by UNODC in order to have the rehabilitation in full compliance with International and Security Standards. This further increased the costs as additional works had to be performed in both prisons. As a result, it was decided to focus only on those two prisons and deliver quality results.

As already mentioned above, the political instability of the country in 2009 (assassination of the president, several coup d'état attempts, other assassinations of public figures), the weather conditions that did not allow any construction during the rainy season, delays in the delivery of construction material, and the need for conducting a prison assessment in 2010, did not make it possible to complete the project within the time frame initially foreseen. As a result, a request for extension addressed to the PBF was sent to be able to finish the remaining project's activities. This request was approved and the project extended until the end of April 2011.

The Minister of Justice and UNODC requested in 2010 a meeting of the Executive Directorate (DEP) and of the Programme Consultative Board of the project in order to inform all stakeholders of the latest developments. This meeting took place in July with the presence of all parties concerned. Achievements and issues related to the project were discussed. UNODC made all stakeholders aware of the difficulties encountered, but informed them that the objective foreseen would be reached by the end of the project. This action allowed UNODC to reinforce the trust and confidence bore by all partners and alternatives were discussed to overcome any outstanding difficulty.

The main beneficiaries of this project are the population of Guinea Bissau, its Governmental institutions and the criminal justice institutions of the country.

The key outputs achieved, nature of activities and percentage of completion are resumed in the table below:

Outputs:	Progress:	Percentage of planned:
<p>Output 1: One prison in Bissau, one in Mansoa, one in Bafatá and one in Canchungo refurbished in line with international standards</p>	<p>All prison assets are purchased and main equipments, namely generators, fuel deposits, beds and appliances were delivered during the months of October, November and December 2010. Despite some delays because of the holidays of all the vendors, it is expected that both prisons will be fully furnished during the first quarter of 2011.</p> <p>The rehabilitation works of the future prison and detention center in Bissau (former Judiciary Police headquarters) and the prison in Canchungo cannot take place due to lack of funding. The continuing of this project beyond the rehabilitation of the prisons in Mansoa and Bafatá will depend of further funding. UNODC confirms that the available budget is not enough to cover the remaining activities (i.e. rehabilitation of the two remaining prisons of Bissau and Canchungo). UNODC carried out a budget revision and requested a non-coast extension of the project to National PBF Secretariat.</p> <p>The procurement process for the furniture and equipment for the prisons have been adjudicated to the Procurement section of UNDP Bissau and it is now finalized. It is expected that both prisons will be fully furnished and operational during the first quarter of 2011</p>	50%
<p>Output 2: Data Management System established in selected prisons</p>	<p>The DMS was developed by the IT services of UNODC. The software named “GoDMS” was already released.</p> <p>After the already finalized basic training delivered to 78 penitentiary guards, the new prison supervisors (12), two Prison Directors and one official from the Ministry of Justice will also receive training on the DMS, delivered by UNODC IT services during the next quarter. The Data Management System software (“GoDMS”) was developed by the IT department of UNODC and it is expected to be installed during the first quarter of 2011.</p>	50%
<p>Output 3: Penitentiary staff trained with special focus on file management, registration and human right standards</p>	<p>The 78 guards and a roster of 5 Directors selected by the Ministry of Justice received training by Portuguese trainers of the Directorate General of Prison Services of the Portuguese Ministry of Justice in cooperation with UNODC. The training course ended on November 10 and included also the delivery of 160 uniforms, 30 handcuffs and 80 batons. The course had an intensive format (6 hours per day), duration of two and half</p>	80%

	<p>months and included theoretical training as well physical training.</p> <p>Upon completion of the basic training, 12 selected guards were appointed as supervisors. Also the best graded Directors in this first training will be definitely appointed as the first two Directors for Mansoa and Bafatá, being one of them a woman.</p>	
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- **Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.**

Only two prisons (Mansoa and Bafatá) could be refurbished due to the lack of resources linked to the capacity of the building companies in Guinea-Bissau and higher than expected costs of material (everything has to be imported). The budget was therefore too short to refurbish four sites, and a series of changes in the initial design of both architectural projects (Mansoa and Bafatá) had to be done by UNODC in order to have the rehabilitation in full compliance with International and Security Standards. This further increased the costs as additional works had to be performed in both prisons. As a result, it was decided to focus only on those two prisons and deliver quality results.

As already mentioned above, the political instability of the country in 2009 (assassination of the president, several coup d'état attempts, other assassinations of public figures), the weather conditions that did not allow any construction during the rainy season, delays in the delivery of construction material, and the need for conducting a prison assessment in 2010, did not make it possible to complete the project within the time frame initially foreseen. As a result, a request for extension addressed to the PBF was sent to be able to finish the remaining project's activities. This request was approved and the project extended until the end of April 2011.

The Minister of Justice and UNODC requested in 2010 a meeting of the Executive Directorate (DEP) and of the Programme Consultative Board of the project in order to inform all stakeholders of the latest developments. This meeting took place in July with the presence of all parties concerned. Achievements and issues related to the project were discussed. UNODC made all stakeholders aware of the difficulties encountered, but informed them that the objective foreseen would be reached by the end of the project. This action allowed UNODC to reinforce the trust and confidence bore by all partners and alternatives were discussed to overcome any outstanding difficulty.

- **List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.**

The current project benefited from important contributions from the Portuguese bilateral cooperation and from UNIOGBIS.

The former, gave an important contribution in terms of the human component of the project, in particular for the recruitment, training and equipment of the penitentiary guards and future prison directors. The training of the Penitentiary Guards and Directors, as well the delivery of some security equipment such as uniforms, batons and handcuffs was only possible due to an excellent cooperation between UNODC and the Portuguese authorities, in particular the Portuguese Institute for Development of the Ministry of Foreign Affairs, the Portuguese Ministry of Justice and the Embassy

of Portugal in Guinea Bissau. The Portuguese contribution was in the amount of 151.100,00 US\$ (110.000,00 €)

The latter also will delivered an important contribution through MDTF which was object of an agreement signed on 23 December 2010 between UNODC and DPA with a total amount of 70.400,00 US\$ which will be used in 2011 to complete the furnishing and the equipment of both rehabilitated prisons and to partly cover the cost of the Data Management System.

Both contributions are very important for the effective implementation and completion of this project.

- **Other highlights and cross-cutting issues pertinent to the results being reported on.**

Nothing to report!

- **Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section VI, if applicable.**

See section VI.

V. Future Work Plan (if applicable)

- **Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2011), using the lessons learned during the previous reporting period.**

The current project funded by PBF is due to terminate in the end of April 2011. Until that time, it is expected that both regional prisons in Mansoa and Bafatá are fully operational, equipped and with all Human Resources in full activity.

It is also expected that the Data Management System developed in 2010 will be fully implemented and installed in the said prisons and respective Penitentiary Guards, Directors and Officers from the Directorate General of Prison Services fully trained on the use of the Data Management System.

- **Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.**

No major adjustments in strategies are planned for 2011.

VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1							
Output 1 Refurbishment of four selected prisons in line with international standards	Indicator 1.1.1	Comprehensive refurbishment needs assessment produced that can subsequently be operationalized	<ol style="list-style-type: none"> 1. Number and quality of assessment reports. 2. List of prisons (or locations) available for refurbishment works 3. Invitation for tender(s) published by the Ministry of Justice, subject to approval by project coordinator. 4. Weekly checking of progress on worksite. 5. List of equipment procured for each prison. 6. Application of minimum 	Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.1.2	Comprehensive equipment needs assessment produced that can subsequently be operationalized.		Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.1.3	Invitation for tender(s) published by the Judicial Police, subject to approval by project coordinator.		Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.1.4	Weekly checking of progress on worksite		Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.1.5	Prison refurbished		Almost achieved	N/A	Monthly and Quarterly reports	No comments

			international standards and norms.				
Output 2 File Management system established in the four selected prisons	Indicator 1.2.1	Comprehensive review of detainee file management system carried out with recommendations for new system	1. Quality and number of assessment reports. 2. New data management system developed.	Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.2.2	Comprehensive equipment needs assessment produced that can subsequently be operationalized	3. List of equipment procured and installed. 4. Data collection forms revised and printed.	Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.2.3	Equipment obtained and installed	5. Number of staff trained on the new data management system (including number of men and women).	Almost achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.2.4	Data collection forms revised and printed		Almost achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.2.5	Training of New data collection system held (see also output 3)		Not yet achieved	N/A	Monthly and Quarterly reports	No comments
Output 3 Prison managers and senior penitentiary staff trained with special focus on the management of the data files.	Indicator 1.3.1	Comprehensive training needs assessment produced that can subsequently be operationalized	1. Quality and number of assessment reports. 2. Training plan elaborated.	Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.3.2	Training plan elaborated	3. Number of staff trained	Achieved	N/A	Monthly and Quarterly reports	No comments

	Indicator 1.3.3	Setting of training goals	<i>(including number of men and women).</i> 4. Number of training sessions held. 5. Availability of training material in Portuguese language	Achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.3.4	Training plan is put into action by factual organization of venues, timing, logistics, etc.		Almost achieved	N/A	Monthly and Quarterly reports	No comments
	Indicator 1.3.5	Identified training workshop take place		Almost achieved	N/A	Monthly and Quarterly reports	No comments