

Final Evaluation

“Enhancing the Human Rights Protection System in Guinea-Bissau”

Peacebuilding Fund Human Rights Project (December 2021-June 2025)



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Acronyms

AMIC	Associação dos Amigos da Criança / Children's Friends Association
ANP	Assembleia Nacional Popular / National People Assembly
AJPDH	Associação da Juventude para a Promoção e Defesa dos Direitos Humanos da Guiné-Bissau / Youth Association for the Promotion and Defense of Human Rights,
CAJ	Justice Access Centers
CBO	Community Based Organisation
CCA/CF	Country Common Assessment / Country Framework
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CDC	Convention on the Rights of the Child
CODEDIC	Coligação das Organizações dos direitos das Crianças / Coalition of Child Rights Organizations
CONDEGE	Conselho Nacional das Defensoras e Defensores Públicos Gerais
CMS	Case Referral and Management System
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organisation
CNDH	Comissão Nacional dos Direitos Humanos / National Human Rights Commission
CRC	Convention on the Rights of the Child
EC	European Commission
EQs	Evaluation Questions
EM	Evaluation Manager
ERG	Evaluation Reference Group
ERD	Regional Dialogue Spaces
EU	European Union
FGD	Focus Group Discussion
GB	Guinea-Bissau
GBV	Gender Based Violence
GoGB	Government of Guinea Bissau
HR	Human Rights
HRBA	Human Rights-Based Approach
ICAT	The International Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICT	Information and Communication Technology
IMC	Instituto da Mulher e da Criança / Woman and Child Institute
IMS	Information Management System
KII	Key Informant Interviews
NAP HR	National Actin Plan on Human rights
NCE	Non-cost Extension
NGO	Non-Governmental Organization
MI	Ministry of Interior
MJHR	Ministry of Justice and Human Rights
MMFS	Ministry of Women, Family and Social Solidarity / Ministerio de la Mujer, la Familia y la Solidaridad Social /
MoU	Memorandum of Understanding
NHRI	National Human Right Institution
NHRAP	National Human rights Action Plan
NMIRF	National Mechanisms for Implementation, Reporting and Follow-up
OHCHR	Office of the United Nations High Commissioner for Human Rights
PBF	Peacebuilding Secretariat Fund
POP	Public Order Police
RC	Resident Coordinator
RCJJ	Rede de Crianças e Jovens Jornalistas / Network of Children and Young Journalists
RCO	Resident Coordinator's Office
RENLUV	Rede Nacional de Luta Contra a Violencia Baseada no Género e Criança na Guiné- Bissau / National Network for the Fight Against Gender and Child-Based Violence

SGBV	Sexual and Gender Based Violence
SOPs	Standard Operating Procedures
ToRs	Terms of Reference
RPU	Universal Periodic Review
UN	United Nations
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council resolution
UNSDCF	United Nations Sustainable Development Cooperation Framework
VAC	Violence Against Children
WPS NAP	Women Peace and Security National Action Plan

Executive Summary

The present document sets out the final evaluation of the project “Enhancing the Human Rights Protection System in Guinea-Bissau”, financed by the Peacebuilding Fund (PBF) and jointly implemented by the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), and the Office of the United Nations High Commissioner for Human Rights (OHCHR). Implemented between December 2021 and June 2025, the project aimed to strengthen the human rights protection system in Guinea-Bissau, contributing to peace consolidation, institutional strengthening, and the promotion of fundamental rights. The document analyzes the relevance, effectiveness, efficiency, sustainability, and impact of the interventions, while also presenting lessons learned and recommendations for future initiatives aimed at strengthening the national system for the promotion and protection of human rights in the country.

As has been repeatedly highlighted, Guinea-Bissau continues to face a context marked by recurrent political instability, institutional fragility, and low levels of trust between the State and society. These structural factors have negatively affected the realization of human rights and peace consolidation, despite the existence of a relatively robust national and international legal framework. Difficulties in access to justice, limited institutional capacity, weak implementation of international commitments, and the persistence of human rights violations—particularly against women, children, youth, persons with disabilities, and human rights defenders—remain central challenges. The promotion and protection of human rights were identified as one of the strategic peacebuilding priorities in the United Nations Conflict Analysis of 2020, validated by the Government of Guinea-Bissau, thereby creating the political and programmatic framework that justified the implementation of the project.

The overall objective of the project PBF Human Rights project “Enhancing the Human Rights Protection System in Guinea-Bissau”, was to strengthen the national human rights system as a foundation for sustainable peace, social cohesion, and the rebuilding of trust between the State and citizens. To achieve this objective, the project sought to support the establishment and operationalization of a National Human Rights Institution (NHRI) in line with the Paris Principles; support the development and implementation of the National Human Rights Strategy and Action Plan; strengthen State capacities for engagement with international and regional human rights mechanisms, including the Universal Periodic Review and Treaty Bodies; and strengthen civil society and human rights defenders in monitoring, documentation, reporting, and advocacy on human rights. With a total budget of approximately USD 3.34 million and a financial execution rate of 99%, the project was implemented across all regions of the country, involving a broad range of State institutions, civil society organizations, community leaders, and international partners. Main relevant stakeholders are: Ministry of Justice and Human Rights (MJHR); National Human Rights Commission (CNDH); Institute for Women and Children (IMC); Ministry of Interior (MI), CSOs, Women Rights Organisations (WROs), Women led Organisations (WLOs), People's Disability Organization (PDOs) Community Based Organisations (CBOs), platforms and network as the Human Rights Defenders Network (HRDN), Defensoría Pública de Brasil, Danish Institute for Human Rights, University Network for Human Rights, West African Network of Human Rights, Frontline Defenders and Bondemi, as well as the recipient agencies: UNDP, OHCHR and UNICEF.

The evaluation was conducted based on the OECD/DAC criteria and the specific PBF criteria, adopting a Theory of Change–based approach that was conflict-sensitive and grounded in human rights and gender equality. The methodology combined a desk review, key informant interviews, and focus group discussions conducted in Bissau, Gabu, and Oio (Mansoa). The evaluation aims both to ensure accountability to stakeholders and to generate evidence and lessons to inform future human rights and peacebuilding interventions in Guinean society.

The evaluation findings indicate that the project demonstrated high relevance, being strongly aligned with national priorities, the international commitments undertaken by the State of Guinea-Bissau, the United Nations Sustainable Development Cooperation Framework (UNSDCF 2022–2026), and the Sustainable Development Goals, particularly SDG 16 and SDG 5. The project responded adequately to the main structural gaps in the national human rights system, including the absence of a fully independent national institution, weak international reporting capacity, and limited access to justice, especially in rural areas.

Regarding effectiveness, the evaluation concludes that the project achieved substantial results within its intervention context. Notably, it provided decisive support to the development, adoption, and initial implementation of the National Human Rights Strategy and Action Plan 2022–2026, as well as progress—albeit incomplete—in the process of reforming the statute of the National Human Rights Commission (NHRC). The

project significantly contributed to improving the country's international compliance by supporting the preparation and submission of eight national reports to international and regional human rights mechanisms, breaking a long-standing history of delays and gaps in meeting these obligations. This process also resulted in strengthened technical capacities of public officials and the legislative move towards the initiation of the establishment of a National Mechanism for Implementation, Reporting, and Follow-up (NMIRF), considered a relevant structural advancement.

The project also had a positive impact on strengthening access to justice and protection of rights, particularly through support to Justice to Access Centers (CAJs), human rights training, community mediation, and the civil registration of 3.288 children (1.719 boys and 1.569 girls) children. The strategic partnership established with the Defensoría Pública de Brasil represents a result with high catalytic potential, paving the way for the consolidation of a sustainable legal aid model in Guinea-Bissau, with a focus on human rights, gender, and vulnerable groups.

In the area of children's rights, the project supported the development and validation of the National Child Protection Case Management System (CMS), including digital tools and standard operating procedures (SOPs), enabling the identification, monitoring, and referral of more than two thousand cases of violence, abuse, exploitation, and neglect. Support for the adoption of the National Child Protection Policy and the Child Protection Code constituted a significant normative advancement, with concrete impacts on the protection of children in situations of extreme vulnerability, including Talibé children (500 Talibé children identified as being in critical situations, 150 of which reintegrated into their families and communities).

Strengthening civil society and supporting human rights defenders constituted another central pillar of the project. Eighteen civil society organizations received direct support, resulting in strengthened institutional, technical, and operational capacities. The project promoted, for the first time, organized civil society participation in the 2025 Universal Periodic Review cycle, including the presence of national organizations in international dialogue spaces. The reactivation and strengthening of the Human Rights Defenders Network (HRDN) as well as the implementation of monitoring and an early warning system (EWS), contributed to expanding civic space, improving documentation of human rights violations, and strengthening dialogue between the State and civil society—elements that are essential for peacebuilding.

The project also supported 9 SCOs with direct grants to contribute to their mandates of protecting human rights with a special focus on gender-based violence (GBV) and child protection. These organisations contributed to awareness raising through various community-based campaigns across the country.

In terms of efficiency, the project demonstrated good value for money, especially considering the highly volatile political environment marked by recurrent institutional crises. The no-cost extension (NCE) proved decisive for the consolidation of strategic results that had been delayed by external factors. However, limitations related to communication and coordination among some partners—particularly at the civil society level—were identified, pointing to the need to strengthen coordination and information-sharing mechanisms in future initiatives.

Regarding sustainability, the evaluation concludes that the results achieved are moderate to promising. The most sustainable advances are associated with normative reforms, the institutionalization of practices, and the installation of technical capacities within State institutions and CSOs. However, the consolidation of structural outcomes—such as the establishment of a fully independent NHRI—remains strongly dependent on political will, institutional stability, and continued support from development partners.

Overall, the project demonstrated a relevant catalytic impact, unlocking previously stalled institutional processes, fostering innovative strategic partnerships—including South–South cooperation—and creating solid foundations for future initiatives in the areas of legal aid, human rights governance, and peacebuilding. The project contributed significantly to the gradual rebuilding of trust between the State and civil society, recognized as a central element for sustainable peace in Guinea-Bissau.

The evaluation concludes that the project was highly relevant and effective, delivering concrete results despite an adverse and unstable political context. It demonstrated that human rights constitute a fundamental strategic vector for development, stability and peacebuilding in the country. The evidence collected suggests that the observed limitations are largely related to political and structural factors rather than technical ones. Key lessons learned include the importance of programmatic flexibility in fragile contexts, the value of investing in long-term

institutional processes and capacities, the central role of civil society in sustaining results, and the high potential of South–South partnerships. The institutionalization of permanent mechanisms and the use of digital systems proved fundamental to increasing institutional resilience.

The main lessons learned from this project relate to the need for coordinated and informed work among partners, which has allowed the program team that was an example of working as one, to take corrective measures that have ensured the program's success. Another lesson learnt relates with the need to provide structured support to civil society, which, contrary to the previous point, has been a weak point in the program.

Based on these conclusions, the evaluation main recommends are 1) for the Government of Guinea-Bissau to give priority to the approval and implementation of the new HRNC statute in accordance with the Paris Principles, so that Guinea-Bissau benefits from an independent institution capable of establishing links with the majority of state and civil society actors to promote human rights and maintain peace, as well as the establishment and operationalization of the NIMRF, 2) for the UN and the PBF continue to support the human rights sector, prioritizing institutionalization, access to justice, and the protection of vulnerable populations and human rights defenders, 3) for civil society, the main recommendation is to strengthen coordination and complementarity among organizations, and 4) for donors, to invest in scaling up and replicating identified good practices, integrating human rights, justice, and peace in a systemic manner.

A detailed list of lessons learned and recommendations to the different stakeholders are gathered in section 6.2 and 7 respectively.

1. Introduction

This document is the Final Report of the Final Project Evaluation of the “*Enhancing the Human Rights Protection System in Guinea-Bissau*” jointly implemented by, UNDP, UNICEF and OHCHR in Guinea-Bissau from December 2021 to June 2025, with funding from the Peacebuilding Fund (PBF)¹.

Figure 1: Map of Guinea Bissau



The promotion and protection of human rights (HR), including the establishment of an independent National Human Rights Institution (NHRI) and the adoption of a National Human Rights Action Plan (NHRAP), is one of the eight peacebuilding priorities identified in the United Nations (UN) conflict analysis², validated by the Government of Guinea Bissau (GoGB) in November 2020³. These two main lines of work were highlighted as a priority in consultations with both State and non-State institutions.

In line with these identified priorities and recognizing the urgent need to ensure the realization of human rights for all, in December 2021, UNDP, OHCHR, and UNICEF were awarded a grant from the Secretary-General's Peacebuilding

Fund (PBF) to implement the “*Enhancing the Human Rights Protection System in Guinea-Bissau*” project in Guinea-Bissau. The project has developed activities in all country regions and worked with state and non-state actors engaged in the promotion, protection and realization of human rights.

Allocation of funds by recipient agencies and expenditures were as follows:

Table 1. Recipient agencies allocation of funds and expenditures (November 2025):

Recipient organisation	Budget Allocated (in full USD)	Amount Spent (in full USD)
UNDP	\$1,790,436.35	\$1,790,436
OHCHR	\$912,326	\$908,049.08
UNICEF	\$640,587.60	\$640,588
TOTAL	\$3,343,349.82	\$3,339,073.03

This Final Report is based on the desk review and secondary and primary data collected on the ground. It presents the purpose, focus and scope of the evaluation, the evaluation object itself, the followed evaluation methodology and associated work plan, the evaluation results, the conclusions and recommendations to all stakeholders.

1.1. Country context and background

The country's political and institutional instability is both the main cause and one of the greatest obstacles to the development of human rights in Guinea-Bissau.

This reality, acknowledged by the country during the presentation of its third national report for the Universal Periodic Review before the United Nations Human Rights Council in 2020⁴, stems from limited incentives for economic growth, corruption, and insufficient attention paid to the design and implementation of public policies relevant to the population in all its diversity.

¹ United Nations. Peacebuilding. Guinea Bissau: <https://www.un.org/peacebuilding/content/guinea-bissau> ;

² UN Conflict Analysis ;

³ Formally endorsed by the Guinea-Bissau Inter-Agency Task Force during the post UN Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) transition ;

⁴ Guinea-Bissau's third national report for the Universal Periodic Review (UPR) was presented to the UPR Working Group on January 24, 2020 ;

This reality compromises the enjoyment of human rights in Guinea-Bissau, particularly in rural areas, despite the fact that the Constitution⁵ and other national and international legal mechanisms ratified by the Government of Guinea-Bissau guarantee fundamental political, civil, economic, social, and cultural rights.

Human rights violations have been, and continue to be, both a cause and a consequence of the conflict in the country⁶, a situation that persists despite the passage of time. Public acknowledgment of state responsibility is an essential step toward building a society based on human rights, stability, development, and peace. Furthermore, for human rights to be effective, institutions must function efficiently, among other things. The justice system in Guinea-Bissau is fragile, with under-resourced institutions, and the existence and application of customary and statutory laws continue to leave many people without access to justice for far too long.

According to the UN's 2020 analysis of the conflict, trust in state systems remains weak, and for some, especially women and children, access to justice is not only difficult but almost impossible, particularly in remote communities. The same report notes that despite the absence of a consolidated state, Guinea-Bissau has a high level of social cohesion and interethnic tolerance, and a strong civil society, including women's and youth organizations, which are also gaining ground in the country. A new generation of leaders, including women and young people, is emerging from various social sectors within civil society and is assuming an increasingly prominent role in defending the interests of the local population, the environment, and human rights.

At the international level, both with regard to United Nations human rights treaties and at the regional level of the African Union (AU), the Republic of Guinea-Bissau has taken significant steps.

2. Evaluation purpose, objectives and scope

The main objective of the evaluation was to provide an independent assessment of the PBF funded project “*Enhancing the Human Rights Protection System in Guinea-Bissau*”, hereafter the PBF HR project.

The contribution of the PBF HR project to peacebuilding and human rights in Guinea Bissau was assessed based on the OECD DAC evaluation criteria as well as PBF-specific evaluation criteria⁷. The assessed evaluation criteria are relevance, effectiveness, efficiency, sustainability, coherence and localization, conflict sensitivity and do no harm, catalytic impact, and gender and inclusion.

This final evaluation aims to provide accountability to stakeholders and inform future human rights and peacebuilding programming and national ownership in Guinea-Bissau. Its objective is to assess the project's catalytic impact, and the lessons learned for its replication or scaling up, including its contribution to unblocking political dialogue and its timely relevance in addressing potential sources of conflict. The evaluation also includes a reflection on the degree to which progress made or not made in human rights have contributed or not to addressing relevant related conflict factors.

Primary Intended Users of the evaluation are the PBF secretariat in Guinea Bissau, PBF donors, UN agencies, national counterparts, civil society actors and relevant stakeholders.

2.1. Evaluation criteria and evaluation questions

Key evaluation questions for each of the evaluation criteria are presented in Table 1. During the inception phase, the ET reviewed the EQs proposed in the evaluation Terms of Reference ToR (c.f. Annex 1). These questions were revisited in light of the reconstructed ToC, the preliminary desk review, and the kick-off meeting with the project lead agencies. The EQs have been refined to ensure they are well-formulated, evaluable, and aligned with the (PBF) Project Evaluation Checklist.

The EQs included in the ToR were reviewed by the ET. Two notable adjustments were done:

EQ4 (Effectiveness):

⁵ Guinea Bissau Constitution. Chapter II on "Fundamental Rights, Liberties, Guarantees and Derelicts" ;

⁶ Ibid ;

⁷ The Secretary-General's Peacebuilding Fund (PBF) Project Evaluation Checklist Last Updated: September 2023:

https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_project_evaluation_checklist-english.pdf ;

Original ToRs wording: “What positive systemic changes can be attributed to project interventions?”

The question was removed.

Breadth: The question aims at assessing systemic changes that can be attributed to the project which is covered in EQ 11 and EQ 12.

The Evaluation Matrix (EM) (c.f. annex 2) presents the final EQs and their operationalization into judgement criteria (JC), indicators, primary & secondary sources, and methods. The evaluation matrix guided systematic data collection, triangulation, and analysis across the evaluation.

Table 2: Evaluation questions

Evaluation criteria	Questions
Relevance	<ul style="list-style-type: none"> EQ1: Was the project aligned with national human rights, justice and security priorities, conflict drivers, and peacebuilding entry points? EQ2: Did the theory of change remain valid and contextually grounded?
Effectiveness	<ul style="list-style-type: none"> EQ3: To what extent did the project achieve its intended results?
Efficiency	<ul style="list-style-type: none"> EQ4: Were financial, human, and operational resources used strategically and economically? EQ5: Were coordination mechanisms among implementing agencies effective?
Sustainability	<ul style="list-style-type: none"> EQ6: Are results and benefits likely to be sustained beyond project completion? EQ7: Were national capacities and ownership built adequately?
Coherence & localization	<ul style="list-style-type: none"> EQ8: Was the project complementary to other peacebuilding and human rights initiatives? EQ9: How effectively did it engage national and local actors?
Conflict sensitivity and Do no harm	<ul style="list-style-type: none"> EQ10: Did the project consider conflict risks and mitigate potential harms?
Catalytic impact	<ul style="list-style-type: none"> EQ11: Did the project lead to follow-on initiatives, policy changes, or institutional shifts? EQ12: Was it adaptive to evolving political and social dynamics?
Gender Equality and Inclusion	<ul style="list-style-type: none"> EQ13: To what extent were gender equality, youth empowerment, and disability inclusion mainstreamed?

2.2. Structure of the report

Following the executive summary and the introductory pages (section 1 et 2), the report provides an overview of the HR PBF project (section 3) and then summarizes the methodology of the evaluation (section 4). Section 5 is the main part of the report. This section presents the main evaluation findings and the supporting data and analysis by OECD/DAC criteria, with the guidance of the PBF checklist. Findings are highlighted in bold font, normally in the beginning of a paragraph. The report ends with a concluding chapter (section 6) and a set of lessons learnt and recommendations to PBF and UN agencies as well as to the GoGB and Civil Society Organisations (CSOs) and other donors (chapter 7). Evaluation tools and sources can be found in the annexes.

3. The programme

The project “*Enhancing the human rights protection system in Guinea-Bissau*” (hereafter, the HR PBF project) was funded by the Secretary-General’s Peacebuilding Fund (PBF) and last for 42 months, 36 initial months plus 6 non-cost extension (NCE).

Its main objective was to strengthen the national system for promoting and protecting human rights in Guinea-Bissau, to effectively address several human rights challenges that endanger peacebuilding.

The specific objectives of the project were:

- To improve national capacities to establish and operationalise a National Human Right Institution (NHRI) in line with the Paris Principles;

- To support national institutions to develop and implement the National Human Rights Strategy and Action Plan;
- To increase capacity of duty-bearers and right-holders to engage with UN human rights mechanisms, including treaty bodies for increased State accountability for human rights protection,
- To enhanced capacity of human rights civil society organizations and defenders to monitor and report on human rights violations, including reprisals against human rights defenders.

The project expected to achieve its objectives by boosting individual and institutional capacities of rights-holders and duty-bearers to address human rights challenges identified as structural conflict drivers. The project intended to do so with full respect for national ownership by engaging with both state and non-state actors trying to contribute to dialogue and trust.

The PBF HR project was implemented by three UN agencies: UNDP, UNICEF and OHCHR. It has developed activities in all country regions (with regions including Bafatá, Biombo, Bolama, Cacheu, Gabú, Oio, Quinara, and Tombali, and the autonomous sector, Bissau) and worked with relevant state and non-state actors working on the promotion, protection and realization of human rights. State and non-state actors are detailed in the next section on the report: 3.1.Stakeholders mapping.

3.1. Stakeholders mapping

The main stakeholders of the program were as follows:

Table 3: Stakeholders mapping

Stakeholder group	Name of the stakeholders	Role and Responsibilities
UN system	PBF Fund, UNDP, UNICEF, OHCHR	UN fund and UN recipient agencies Provided support financial and technical support
Implementing partners (IPs) :	UNDP, OHCRC, UNICEF and partners: state and non-state actors	Lead implementation, coordination, and monitoring of projects; deliver services across justice, protection, and empowerment.
National counterparts :	Ministry of Justice and Human Rights (MJHR); National Human Rights Commission (CNDH); Institute for Women and Children (IMC); Ministry of Interior (MI)	Fulfil their mandates in a more responsible manner and with a HR perspective
Region-level stakeholders:	ERDs, CAJ, SCOs regional antenas	Provision of services in an articulated and amplified manner
INGOs and other international partners	Defensoría Pública de Brasil, Danish Institute for Human Rights, University Network for Human Rights, West African Network of Human Rights. Frontline Defenders, Bondemi	Provide technical conseil and support and international visibility to the parties in GB
Law enforcement institutions:	CAJ, Public Order Police (POP).	Law enforcement, service delivery, protection measures; provide local governance structures and local driven responses
Civil society organizations & networks	CSOs, Women Rights Organisations (WROs), Women led Organisations (WLOs), People's Disability Organization (PDOs) Community Based Organisations (CBOs), platforms and network as the Human Rights Defenders Network (HRDN)	Advocacy, service provision, monitoring of rights; mobilize communities; act as voice for vulnerable groups and human rights defenders; expand reach
Influential leaders	Traditional and religious leaders, faith leaders, artists, musicians, athletes	Shape community norms and attitudes; mobilize support for human rights; act as opinion leaders
End beneficiaries	Bissau Guinean women and men (disaggregated by sex, age and other conditions: disability, rural/urban/ etc.); human right's defenders	Primary right holders; recipients of services

The roles and responsibilities among the receiving agencies were distributed as follows:

- UNDP provided overall guidance for the project's implementation. The project counted on the wide UNDP Global Policy Network of experts, including a dedicated human rights officer,
- UNICEF has led the inclusion of child rights in the framework of the project including the obligation under the Human Rights Treaty Bodies,
- OHCHR provided support through a Senior Human Rights Advisor deployed and embedded at the Resident Coordinator's Office (RCO).

3.2. The context in which the ex-post evaluation took place

This evaluation is conducted after the project implementation. Activities have been completed, and the project implementation is closed. Primary data collection took place in Bissau and the Gabu and Oio regions, where the majority of the activities were carried out. The selection of these two regions was based on accessibility, the safety of participants and the evaluation team, and considering the number of activities implemented by the project in these regions. This phase coincided with the pre-election period. Presidential, legislative elections were set for 23rd November 2025.

4. Evaluation approach, strategy and methodology

The evaluation methodology was developed, elaborated on, and agreed during the inception phase, and is documented in this final inception report. The methodology was informed by the ToR, the initial desk study and preliminary interviews, the reconstructed Theory of Change (ToC), and good evaluation practice and standards.

4.1. Overall evaluation approach

The evaluation was utilization-focused and theory-based. The utilization-focus implied that close engagement with project staff was ensured throughout the different stages of the evaluation. Preliminary interviews were also conducted to identify prospective key informants.

During the main data collection phase, the utilization focus was promoted through semi-structured interviews, which allowed to expand on and raise new issues, and suggest possible causes and solutions to any problems and challenges.

A theory-based evaluation⁸ is designed to answer the question of what worked (by assessing the contribution to change), but also why (or why not) and how it worked (by examining the process that led to those changes), as well as what is missing for the intervention to work. As noted above, a first step in the evaluation process was the development of a re-constructed Theory of Change (ToC) for the programme, which has informed the Evaluation Matrix and the focus and scope of the desk work and interviews. The re-constructed ToC is presented in Annex 3.

4.2. The project Theory of Change

The evaluation team (ET) reconstructed the programme ToC during the Inception phase. It was revised during the data collection phase to better reflect the project's overall objective and the change process needed to achieve the expected project results.

The reconstructed Theory of Change takes as its starting point the overall objective of contributing to a more resilient and peaceful society in Guinea-Bissau by strengthening institutional, social and individual capacities for the promotion and protection of human rights, as well as the strategies implemented by the project. It shows how the project's components and activities, and their respective funding allocations, were expected to contribute to the first level of results—that is, the outputs derived from the program's activities.

A key assumption for the implementation of the programmatic activities is that Implementing partners (IPs) have the capacity and ability to support national and local institutions and mechanisms as well as CSOs and are able to drive the necessary changes to promote human rights, but also that funds are available in time for the implementation of the planned efforts. Other important assumptions are institutional engagement, multisectoral collaboration, civic society meaningful engagement and participation as well as project coordination and leadership.

⁸ See <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Theory-based-evaluation.pdf> for more information on theory-based evaluations

It is assumed that key stakeholders and beneficiaries of the programme (state and non-state actors) are included in the support provided, are willing to participate in the programme activities and are able to delivery on their mandates. An external factor at play in this respect is the support provided by other organizations, which would potentially affect the relevance and the added value of the action. There is a risk related to technical and financial constraints and other challenges. Another risk is that the populations in their diversity are not or may not be knowledgeable of their rights.

The immediate outcomes reflect what the program expected the activities to produce in the short and medium term, namely, the institutional strengthening and ownership, the creation of an enabling environment, as well as the availability of increased capacity, skills, availability of data, methods and tools for the promotion, protection and realization of human rights, and a greater understanding of human rights issues. In this context, quality means that a responsive, inclusive and people's-centered approach has been followed. Intermediate outcomes are medium to long-term outcomes to which the programme hoped to make a valuable contribution.

This includes the strengthening of the individual and institutional capacity of both rights holders and duty bearers in the field of human rights as an essential basis for building a resilient, peaceful, inclusive and just society. Key external factors influencing the achievement of these objectives include the political instability situation in the country and coordination between key actors. It is also assumed that all population groups have access to, are aware of and call upon their rights.

Regarding the capacity-related outcome, it was assumed that methods and tools introduced or developed with the support of the IPs and technical experts deployed to provide the necessary support are internalized/institutionalized. The related risk is that trained and skilled personnel are not retained by national and local institutions and that there is a loss of the capacity generated. There is also a significant risk in the current circumstances related to the shrinking civic space and the gender backlash, which compromises the response to the fundamental human right on gender equality.

As described in the ToC, program monitoring and control over results will gradually decrease as the outcome levels increase, along with the increasing presence of external factors and risks. The final outcome reflects the impact the program expects to contribute to peacebuilding. At this level, there are significant assumptions and risks regarding political will and the mainstreaming of human rights in public policies, changes in political circumstances, and a lack of coordination and collaboration among donors.

4.3. Evaluation approach and principles

In line with good evaluation practices and the need to apply gender-transformative and conflict sensitivity approaches and principles to evaluation work, as well as in line with the nature of the action to be evaluated and the current circumstances, the evaluation process aimed at going beyond measuring progress to actively challenge and contribute to change on gender norms, power dynamics, and social structures that perpetuate inequalities and power dynamics.

The evaluation followed a human rights-based and gender justice approach that require compliance with a particular set of feminist principles:

1. Power sharing: the ET carefully observed advantages and privileges of some people/groups over others due to social inequality (gender, race, sexual orientation, class, citizen status, etc.) and on how this can lead to unequal power;
2. Behaviour challenge: by recognizing that challenging sexism, racism or any oppressive ideology and / or behaviour and / or attitude begins with challenging ourselves;
3. Support to feminist movements: acknowledging the huge impact of women rights' activists and their organizations and considering their engagement to the extent possible;
4. Inclusion and meaningful participation: working in a manner that the evaluation created space for everyone voices and experiences to be heard;
5. Leaving no one behind: recognizing voices of women living in vulnerable situations and those more in need were considered as much as possible by the evaluation, making the conducted activities more sensitive to local realities, and therefore more relevant and accurate.

To apply a conflict-sensitive approach to the assessment, the team considered the dynamics of the context and any potential conflicts that might arise. The principle of do no harm was followed, actively working to avoid unintended negative consequences that could exacerbate existing conflicts or create new ones. The assessment sought to maximize its positive impact, thus contributing, to the extent possible, to peace and stability, as well as to empowerment and social transformation.

The ET adapted, demonstrating constant flexibility in response to evolving circumstances and ongoing analysis. No issues were identified that could represent conflicts that might cause harm to the participants.

4.3.1. Data collection and analysis

The evidence-base for the evaluation consists of data collected through a desk review of documents and data provided by UNDP, UNICEF, OHCHR and other stakeholders, as well as key informants in capital Bissau, and Gabú and Oio regions.

The desk review was based on project documents and data as well as deliverables, and on documents related to the political and legal human rights framework in Guinea Bissau. A full list of documents consulted can be found in Annex 4.

Interviews were conducted with 44 individuals. The key informants were identified in consultation with the recipient organisations as well as through the evaluation team's own inquiry, and consisted of project staff members, representatives of state and non-state actors and partners. All the interviews were semi-structured and conducted with the help of interview guides developed for different categories of key informants. The notes from the interviews were entered in the same format to facilitate aggregation and comparison. Project staff were interviewed both individually and in groups, remotely as well as in-person (through the field mission in Bissau). Other key informants were interviewed remotely. A total 45 interviews were conducted in the frame of this evaluation (17 women and 28 men). FGDs were conducted with 12 state actors at local level and 12 representatives of non-state actors. The list of key informants and participants in FGD s can be found in Annex 5.

Templates⁹ were developed and used to ensure that data was collected, analysed and aggregated in a systematic and consistent manner across project components. The findings were corroborated against at least two data sources, the conclusions were drawn based on multiple findings and convey the vital points of the evaluation with a focus on the key evaluation questions. The recommendations follow directly from the conclusions and lessons learnt section.

The evaluation data was collected from a representative sample of direct and indirect beneficiaries. The purposive sampling technique was mainly used to select the beneficiaries in their respective target communities. In addition, the convenience and purposive sampling technique were used to sample the other project stakeholders within each respective field of action so as to provide expert information and understanding of the project results.

4.3.2. Ethics and participation

The evaluation was conducted in line with the OECD/DAC Guidelines on Quality Standards for Development Evaluation as well as PBF-specific evaluation criteria, which have been adapted to the context¹⁰.

Accordingly, the evaluation team has adhered to the principles of impartiality, independence and credibility. The need for confidentiality and safe handling of data has been recognised in each step of the evaluation process. Only the evaluation team has had access to the interview data, and no sensitive information is presented about organisations or individuals in the evaluation report.

As elaborated on above, the evaluation was utilisation-focused and conducted in a participatory manner. In line with the requirements of the ToR, comments and suggestions on the Draft Evaluation Report were gathered from stakeholders in a systematic manner and integrated directly in the report.

⁹ Interview guides for KIIS and GFDs ;

¹⁰ The Secretary-General's Peacebuilding Fund (PBF) Project Evaluation Checklist Last Updated: September 2023: https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_project_evaluation_checklist-english.pdf ;

Section 4.1.ii of the present report details how a conflict sensitive approach has been included in the evaluation, which has also followed the UNEG obligations of evaluators (independence, impartiality, credibility, conflicts of interest, accountability) and the principles in the 2020 revised UNEG Ethical Guidelines (integrity, accountability, respect, beneficence).

The evaluation activities were conducting in full respect for dignity and diversity, right to self-determination and fair representation. The ET did not interact with minors or vulnerable groups within the frame of this evaluation. No ethical clearance process or authorization was required from any organization, either within the UN or the state of Guinea-Bissau, to carry out this evaluation.

4.3.3. Limitations and challenges

The main limitations of this evaluation are the following:

1. Time was limited for conducting the evaluation, particularly regarding fieldwork. The international expert visited Bissau to gather information into one week at the national level, while the National expert collected data at the regional level during the following week.
2. The evaluation was conducted just days before the country's legislative elections, scheduled for November 23rd. While this did not significantly affect the availability of informants, it did influence the conversations during the interviews, where the elections were a recurring theme. This was due to the interviewees' need to describe past experiences or to emphasize the importance of maintaining support during periods of high political tension and electoral violence. In a context like Guinea-Bissau, where civil society organizations live mostly off funds from international partners, evaluation contexts are often used to fundraise for activities related to the specific moment.
3. The key informants did not understand the overall framework of the project and confused it with other projects implemented by the beneficiary agencies or funded by the PBF.
4. Institutions showed less availability and civil society representatives less understanding of the overall project, which could have given SC perspectives greater weight in the evaluation's final conclusions. However, the evaluators have succeeded in highlighting the voices of the institutions in the evaluation results.

5. Evaluation findings

5.1. Relevance

This section addresses the following two main evaluation questions:

EQ1: Was the project aligned with national human rights, justice and security priorities, conflict drivers, and peacebuilding entry points?

EQ2: Did the theory of change remain valid and contextually grounded?

The questions are addressed through the lens of the judgement criteria and indicators defined in the EM (Annex 2).

5.1.1. Alignment with GoGB's policy goals and objectives

The PBF HR project was aligned with national priorities defined in the 2020-2023 National Development Plan (PND) for Guinea-Bissau, also known as "Hora Tchiga", as well with the Country Programme Document (2022-26) and UN Cooperation Framework (2022-26). The PND aims at contributing to peace and social cohesion by protecting fundamental rights. It focuses on economic recovery post-COVID-19 through investments in health, education, productive sectors, and infrastructure. It was designed to be aligned with the 2030 Agenda¹¹ which seeks to "concretize the human rights of all" and the African Union's 2063 Agenda¹² with which the PBF HR project is also aligned. The PBF HR project contributes to the implementation of SDG 16: Promote just, peaceful and inclusive societies¹³ and SDG 5: Achieve gender equality and empower all women and girls¹⁴.

¹¹ The United Nations. Department of Economic and Social Affairs Sustainable Development. Transforming our world: the 2030 Agenda for Sustainable Development: <https://sdgs.un.org/2030agenda> ;

¹² African Union. Agenda 2063: The Africa We Want: <https://au.int/en/agenda2063/overview> ;

¹³ United Nations. Sustainable Development Goals. Goal 16: Promote just, peaceful and inclusive societies: <https://www.un.org/sustainabledevelopment/peace-justice/> ;

¹⁴ United Nations. Sustainable Development Goals. Goal 5: Achieve gender equality and empower all women and girls: <https://sdgs.un.org/goals/goal5> ;

The project is particularly well aligned with the government's intention to strengthen institutional capacity to promote and protect human rights and gender equality, the intended overall project objective.

Alignment can also be found with other national strategic frames, such as the Priority Plan for the Sector of Justice, a National Policy and Action Plan for Gender Equality and Equity, the National Action Plan (NAP) for the Implementation of the United Nations Security Council resolution (UNSCR) 1325 (2020), a National Youth Policy, a National Child Protection Policy and its Health Plan and the Child Protection Code, these last two being developed with the support of the project and adopted by the Council of Ministers in 2023.

At the same time the PBF HR project was conceived to support the implementation of recommendations based on the Universal Periodic Review (UPR) of the UN Human Rights Council according to which Guiné-Bissau is committed to creating a national human rights institution in accordance with the Paris Principles, the development of a national action plan in the field of human rights and to the submission of overdue reports to the bodies instituted under the UN HR treaties among others. In fact, the PBF HR project aimed to support the implementation of recommendations based on human rights mechanisms, such as the Convention on the Rights of the Child (CRC)¹⁵, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)¹⁶. Recommendations such as having a National Human Rights Institution (NHRI) inclusive of children's rights in accordance with the latest recommendation of the CRC Committee, which urged that this institution "*must have a mechanism accessible to children and be provided with an adequate mandate, as well as human, technical and financial resources to receive, monitor and investigate complaints from or on behalf of children about violations of their rights and recommend solutions*" were at the basis of a substantial part of the project support.

The importance of making progress on the realization of human rights was identified as one of two priority domains in the capacity assessment carried out in the context of the Country Common Analysis (CCA) of the United Nations in 2020. Alignments can also be found with peacebuilding priorities identified in the UN Conflict Analysis¹⁷ validated by the Government in November 2020. These peacebuilding priorities served as a basis for the recently adopted United Nations Sustainable Development Cooperation Framework (UNSDCF) For Guinea-Bissau (2022-2026)¹⁸ in particular for the Result 1.4: "The access to quality justice services of quality, especially for the vulnerable people, and the promotion and protection of human rights and gender equality are reinforced" which gives the program significant relevance.

The project is also aligned with the Peace Sustainability Agenda of the United Nations (UN), as explained in the General Resolutions A/RES/70/262¹⁹ and S/RES/2282²⁰, which emphasize "the importance of an open approach to sustaining peace (...) through (...) responsible institutions, gender equality and respect and protection of human rights and fundamental freedoms". In particular, the project is fully aligned with the PBF strategy (2020-2024), according to which "UN work must be reoriented around the implementation of balanced approaches to peace, development, human rights and security."

Finally, the project is also aligned with the Call for Action for the Human Rights of the Secretary-General of the UN²¹. Commitments to increase support to the Member States through reinforced efforts to strengthen capacities and mechanisms in the field of human rights and to support the Member States and other interested parties in the best use of the results of the Universal Periodic Review (UPR) and of the reports of treaty-established bodies, in national development planning, monitoring and reporting are of particular relevance in relation to the support provided by the PBF HR project.

¹⁵ United Nations. Human Rights Officer of the High Commissioner. Convention on the Rights of the Child <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-child> ;

¹⁶ United Nations. Human Rights Officer of the High Commissioner. Convention on the Elimination of All Forms of Discrimination against Women: <https://www.ohchr.org/sites/default/files/cedaw.pdf> ;

¹⁷ UN Conflict Analysis ;

¹⁸ UNDP Guinea Bissau. United Nations Sustainable Development Cooperation Framework For Guinea-Bissau 2022-2026 .https://unsdg.un.org/sites/default/files/2021-11/GuineaBissau_Cooperation_Framework_2022to2026pdf.pdf ;

¹⁹ United Nations security Council. Resolution2282 (2016) on UN Peacebuilding architecture: <https://www.securitycouncilreport.org/un-documents/document/ares70262.php> ;

²⁰ United Nations security Council. Resolution2282 (2016) on post-conflict peacebuilding: <https://www.acnur.org/fileadmin/Documentos/BDL/2016/10508.pdf> ;

²¹ United Nations. Secretary General's Call to Action for Human Rights: <https://www.un.org/en/content/action-for-human-rights/index.shtml> ;

5.1.2. Meeting existing gaps and needs

The project is appropriately aligned with the needs and challenges identified during consultations with state and non-state actors. It was developed in 2021 following consultations with national authorities, namely the Ministry of Justice and Human Rights (MJHR), the National Human Rights Commission (NCHR) and the Ministry of Foreign Affairs, International Cooperation and Communities, Members of the National People's Assembly. Consultations with the Ministry of Women, Family and Social Solidarity, through the Woman and Child Institute (IMC) confirmed the national commitments and the identified needs to meet them.

Consultations were also held with SCOs active in the country and engaged on the promotion and protection of human rights. According to data consulted SCOs include the Bissau-Guinean Human Rights League, Human Rights Defenders Network, National Network for the Fight Against Gender and Child-Based Violence (RENLUV), Children's Friends Association (AMIC), Coalition of Child Rights Organizations (CODEDIC) and Casa dos Direitos²². The project aligns appropriately with the needs and challenges faced by the population. In particular, it addresses the needs of women, girls, and boys who suffer flagrant and systematic violations of their human rights due to successive political crises and armed conflict, which threaten the country's peace and stability, as well as patriarchy and corruption.

Working towards building an environment that guarantees the maintenance of national peace, the promotion and defence of human rights for all, democracy, and the peaceful resolution of conflicts is an important element in facilitating the improvement of the situation of women in Guinea-Bissau, as recognized by the WPS NAP 2016²³. This work, in turn, promotes the realization of everyone's rights, since peace and stability allow for development and therefore the design and implementation of public policies that enable the realization of human rights.

At the same time, the project aligns with the needs of activists and human rights defenders who are subjected to the violation of their rights and freedoms through state repression and violence against them and their work. The PBF HR project was aligned with broader objectives of peace building, strengthening the rule of law and rebuilding trust between institutions and civil society, integrating three interdependent dimensions:

- (i) strengthening institutional and civil society capacities for the defence and promotion of human rights;
- (ii) raising social awareness and promoting human rights and gender equality and women empowerment; and
- (iii) strengthening of mechanisms for access to justice and rule of law and protection of human rights, including support for the Access to Justice Centres (CAJ) and the national Commission for Human Rights (CNDH).

Over the years, the United Nations and other partners have supported capacity building for rights holders and those responsible for upholding rights in Guinea-Bissau. It expanded the support provided by previous PBF projects such as the "Supporting political and institutional stabilization of the justice sector for peace consolidation" (UNDP and UNICEF, 2017-2020) and "Political dialogue and stabilization through confidence-building measures" (UNDP, UNFPA, and WFP, 2020-2021). The project addressed several strategic gaps left by the enclosure of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) on 31 December 2020.

It built upon previous support to promote the creation of a genuinely independent human rights institution, support that had already been compromised by the lack of political will and persistent political instability. UNIOGBIS also assisted Guinea-Bissau in submitting reports to the UPR, the establishing of the Network of Human Rights Defenders, the development of the National Strategy for Human Rights and Citizenship - Guinea-Bissau 2022-2026, as well as initiated the development of the National Action Plan on Human rights (NAP HR), among other initiatives.

The project also built on activities carried out within the framework of previous PBF projects, such as the project "Support for the political and institutional stabilization of the justice sector for peacebuilding" (UNDP and UNICEF, 2017-2020) and the "Political dialogue and stabilization through confidence-building measures" project (UNDP, UNFPA and WFP, 2020-2021). The first provided substantial support for the harmonization of national

²² Peace insight. Casa dos direitos. Guinea Bissau;

²³ UNWomen National Action Plans on Women, Peace and Security West and Central Africa as of 20 June 2023;

legislation on children's rights and supported the development of a new Integrated Child Protection Code. The second supported civil society organizations in implementing the Common Agenda for Peace and Development, which includes human rights as a fundamental component.

At the same time the project is well aligned with Civil Society efforts on Human Rights and the Strategic Axes of the National Strategy for Human Rights and Citizenship Guinea-Bissau 2022-2026, with specific objectives, actions, and goals for each of them. The axes are:

- Axis No. 1: National Human Rights System
- Axis No. 2: Promotion and Culture of Human Rights
- Axis No. 3: Participation and Access to Justice
- Axis No. 4: Education, Health, and Standard of Living
- Axis No. 5: Equality, Non-discrimination, Diversity, and Inclusion
- Axis No. 6: Combating Trafficking in Human Beings.

The project also capitalized on efforts and partnerships with civil society organizations (CSOs) that UNDP, UNICEF, and UNIOGBIS/OHCHR have been accompanying over the years. This includes the Bissau-Guinea League for Human Rights, AMIC, CODEDIC, RENLUV, the Network of Human Rights Defenders and some others.

5.2. Effectiveness

The effectiveness criterion is essentially about to what extent objectives are being fulfilled. In this evaluation, the assessment of effectiveness is guided by the EQ3: To what extent did the project achieve its intended results? The assessment is guided by the re-constructed Theory of Change (ToC), which was developed by the ET (see Annex 3).

The PBF HR project delivered in all products and outcomes, undoubtedly achieving its set targets. A table with the expected results, baseline information and final project results²⁴ is in Annex 7.

5.2.1. Support to the national Human Rights machinery

Guinea-Bissau face enormous difficulties to establish an independent national human rights institution (NHRI) in accordance with the Paris Principles, most of them are related to lack of strong political will. The project allocated significant technical and financial resources to support the review of the statute of the National Human Rights Commission (CNDH), which is an important first step in the process of developing a national human rights institution, independent and able to hold the Government accountable. Although it has not yet been fully approved as a decree-law by the National People's Assembly (NPA). According to information gathered by the ET from various sources, the text requires further revisions to be fully aligned with Paris Principles (PP). Moreover, with the dissolution of Parliament (December 4, 2023), there was no possibility of the Statute being approved by law during the project implementation period.

Most state actors have recognized the importance and relevance of a National Human Rights Institution (NHRI) and have requested its development in Guinea-Bissau. Furthermore, the Director General of Judicial Policy has requested that the project work on a bill for an Ombudsman (Provedor de Justiça) with the mandate of an NHRI. Consultations were held within the framework of the project regarding the content of the bill, and thanks to these consultations, many stakeholders understood the concept of the NHRI and requested its development in Guinea-Bissau. There is still no consensus on which option would be most suitable for the country, and in any case, the Ombudsman option would also require inclusion in the constitution.

Despite not being completely independent, the NHRC, remaining under the tutelage of the Ministry of Justice and Human Rights, prepared in 2025 its first report for the UPR. This report outlines its views on the country's human rights situation and issues, explaining the Commission's positions and concerns which, according to the collected information, is not necessarily aligned with the Government's views. This is a major achievement. In addition, the NHRC requested assistance from the OHCHR and UNDP, within the framework of the project, to support the implementation of the National Human Rights Strategy and Action Plan developed, launched and implemented with support from the project and adopted by the government in 2022 in line with UPR recommendation no. 119.32 of 2020.

²⁴ PBF HR project report 2025. Final report;

Throughout its lifespan, the PBF HR project supported the preparation and submission of the following 7 reports to the bodies of ratified human rights treaties, and the Human rights council thereby improving the country's accountability in human rights matters:

- The report to the Human Rights Committee (UPR), to the Human rights council in 2025
- The report to the Committee on the Elimination of Discrimination against Women (CEDAW) in 2025,
- The report to the Committee on the Rights of the Child (CRC) in 2024,
- The report to the Committee on Economic, Social and Cultural Rights (CESCR) in 2024,
- The report to the Committee on Civil and Political Rights (CCPR) in 2024,
- The report to the Committee on the Elimination of Racial Discrimination (CERD) in 2025,
- The report to the Committee against Torture (CAT) in 2025, and
- The report to the Committee on the Rights of Persons with Disabilities (CRPD) in 2024.

By the time the ET visited Guinea-Bissau, the State was preparing its first report to the African Commission on Human and People's Rights. Civil servants received training and a reporting template in Portuguese to support this effort.

Ad hoc inter-ministerial groups have been created to work on drafting the above-mentioned reports. All working groups have benefited from capacity building, each on each convention, facilitated by Portuguese-speaking OHCHR deployed staff. The established working groups also boosted coordination among ministries and departments.

As a result of all reporting efforts, including the capacity building activities, state actors understood the importance of establishing a National Mechanisms for Implementation, Reporting and Follow-up (NIMRF)²⁵, as recommended by the UPR²⁶. These are government structures mandated to coordinate and prepare reports to, and engage with, international and regional human rights mechanisms, including the UPR and UN Treaty Bodies. They also address the implementation gap by initiating, coordinating and tracking national follow-up and implementation of obligations and recommendations emanating from these mechanisms.

According to project data, in September 2024, the Ministry of Justice and Human Rights confirmed the start of work on a first draft of legislation for the creation of a NIMRF in Guinea-Bissau. Although the ET did not have access to this draft, interviews with state informants for the assessment confirmed the existence of this important work. As an example, the Office of the OHCHR deployed additional funds in 2025 under the frame of the NCE of the project (December 2024) to conduct a study and to conduct an experience sharing mission to Lisbon, led by the Ministry of Justice and Human Rights, to learn about Portugal's NIMRF and best practices gathered since its creation. Although the relevant legislation is not yet finalized, public officials expressed their commitments to the work for the creation of this mechanism in Guinea-Bissau.

The need for improvement in access to justice was, as mentioned above, one of the priorities identified in the UN Conflict Analysis²⁷ and improving the capacity of the judicial system including traditional (customary) actors to apply international principles and standards on human rights is one important component of the NHRAP. The PBF HR project supported the work of the CAJ in the regions by training its personnel on HR and on working with actors protecting HR.

At the same time, The National Human Rights Strategy also aimed to strengthen the legal assistance provided by the CAJs that are now being integrated into the emerging state legal aid structure. In this regard, the CAJ offices have signed a Memorandum of Understanding (MoU) with the Brazilian Public Defender's Office (CONDEGE), through which they receive technical assistance to evolve into a Public Defender Office model and develop a comprehensive plan to strengthen mediation and conciliation services across the country. The Defensoria Pública has prior experience in developing and implementing similar support in Timor-Leste and has begun drafting a project proposal adapted to Guinea-Bissau. The ToRs for joint work between the Ministry of Justice and Human

²⁵ United Nations. Human Rights Officer of the High Commissioner. Instruments & mechanisms. National Mechanisms for Implementation, Reporting and Follow-up: <https://www.ohchr.org/en/instruments-and-mechanisms/national-mechanisms-implementation-reporting-and-follow-up> ;

²⁶ UPR Recommendation 96.36 of 2015 ;

²⁷ UN Conflict Analysis ;

Rights and the Defensoría Pública de Brasil resulted in a new approach by the CAJ to extrajudicial decisions (especially those reached through mediation and conciliation) based on the respect of human rights with a gender and inclusion strong perspective.

The CAJs provided legal aid and information services to more than 10,000 citizens across the country (nearly half of them women) and pioneered the use of “Djumbai” community-based dialogues conducted in local languages. These dialogues created inclusive spaces where citizens women and men could learn about their rights, discuss local disputes, and seek peaceful solutions, serving as platforms for civic education and early-warning processes for conflict prevention. At the same time, according to CAJs reports, a total number of 3.288 children (1.719 boys and 1.569 girls) were registered²⁸ during the project implementation period, among which 7 were children with disabilities. All these efforts enhanced legal awareness and contributed to rebuilding public confidence in the justice system, particularly among populations in remote communities.

Continuing with the objectives of supporting the progress of human rights within the legal framework, the PBF HR project also supported the development of the National Child Protection Policy and The Child Protection Code in line with the National Human Rights Action Plan. Both instruments were approved by the Council of Ministers in 2023. The IMC also initiated advocacy with civil society for the ratification of Optional Protocol 3 (OP-3) to the CRC. CSOs drafted an Action Plan on OP-3 to be implemented post-election. IMC also began drafting a delayed report on the Optional Protocol on children in armed conflict.

On another note, with the project's support, IMC led the development and implementation of the National Child Protection Case Management System (CMS) including digital tools and SOPs, established to strengthen institutional and community responses to child protection cases and thus address violations of children's rights. The system was validated through a national consultation with more than 40 key stakeholders²⁹ from state and non-state actors, and a technical working group on case management comprised of twelve national experts was set up. This system complements the reporting tool implemented in 45 institutions and CSOs to report cases. Through the system, more than 2,000 cases of violence, abuse, exploitation, and neglect against children were identified and reported, exceeding expected results. Among this number, 500 Talibé children were identified being in in critical situations, they received physical and mental health support, hygiene kits, education and clothing, they were reintegrated into their families.

The project supported important stages of this work. It also strengthened the capacity building of child rights stakeholders to monitor progress towards the realization of children's rights, including national reporting to human rights treaty bodies and commissions, and raise awareness on children's rights among rights holders, especially children and adolescents.

5.2.2. Support to Civil Society

Regarding the support provided to SCOs, the PBF project supported CSOs directly and indirectly through inclusion, capacity reinforcement and project support. The participation of CSOs in consultations and in the preparation of alternative reports to the HR committees, which helped address the lack of trust and dialogue that contributes to peacebuilding was one of the most significant supports to SCOs.

18 civil society organizations were engaged with project efforts in the fourth cycle of UPR for Guinea-Bissau (2025). They worked together to present a report for review to the UPR which represented a huge opportunity for civil society to interact with the human rights mechanism. 6 of them has the opportunity in February 2025, to participated for the first time in the UPR-Info pre-session in Geneva. By the time the ET visited GB, CODECID, the Coalition of children's rights organizations, was finalizing the Alternative Report to be submitted to the CRC which is also done with the support of the project.

SCOs were always included in consultations and validation processes as for the CMS developed by the IMC and the legal reforms. CSOs were engaged in consultation to review the status of the HRNC, The Child Protection Code as two important legal mechanisms to protect rights.

²⁸ CAJ internal reports ;

²⁹ List of consulted organisations available and consulted by the ET ;

The project supported HR NGOs and CSOs in the collaborative establishment of a human rights violations monitoring system and an Early Warning System (EWS). Efforts were made to identify the key actors needed for the successful implementation of the system through support for the West African Network for Peacebuilding (WANEP), Voz di Paz and the HRDN.

With the aim of involving a national authority in mediation and conciliation processes, the project helped build an alliance between the Access to Justice Center (CAJ) and Voz di Paz, which works on community-level conflict analysis to identify local tensions and participates in conflict mediation. Finally, an Early Warning System (EWS) was established through Voz di Paz and its work in the communities.

Additionally, the project supported HRDN reactivating its membership in all regions of the country. In 2024, with support from the PBF HR project the HRDN, together with CAJ and technical staff from the National Office of Statistics³⁰, was helped to elaborate a study on the situation of the HR defenders in GB (on the status of the implementation of the SDG 16.10.1, the first of its kind in Guinea-Bissau on the status of the RD and civic space) which was presented at the UPR (2025) and to elaborate an internal work plan. The network was able to launch a new website in 2023 which is not readily yet available, and is currently systematically collecting data from the field thanks to the introduction of the Right to Defend Rights tool³¹ and the support received from the Danish Institute for Human Rights.

The project supported the following CSO's with funds to implement their own mandates, most of which represented a continuation of previous support by former projects or programs supported by recipient agencies:

Table 4: List of supported SCOs and main activities

Name of the organisation	Activities carried out
RENALJEV	Support to continue with previous work on menstrual hygiene in Oio, Gabu and Cacheu. Debates sessions on non-violent communication were also organised in schools. <ul style="list-style-type: none"> • 12 community awareness sessions (Djumbai): Participants: 627 (women: 257 and men: 370) • Training for 60 activists for women's and children's rights (no disaggregated data available) • 300 girls through the "Girls' School" (no disaggregated data available) • 200 youth journalists (no disaggregated data available) Radio programs were also conducted
ONG PRO ACTIVO	Capacity building of 30 activists working in the region of Quinara on GBV case management and gender equality. Establishment and capacitation of 6 youth clubs to raise awareness of the local community on GBV cases and gender equality. A radio program on the topic was also done
ONG Palmeirinha	Child rights related messages were developed and broadcasted in community-based radios
AMIC	Provision of assistance to 171 victims (135 of which are directly related to GBV: child marriage, female genital mutilation and other GBV) of violence, abuse, exploitation and neglect in its Shelter in Bissau. The support provided to the NGO AMIC has allowed the reinforcement of institutional capacity of this organization, that runs shelters in Bissau and Gabu, and the implementation of prevention interventions in these areas. Supply and Information and Communication Technology (ICT) materials, including computers, were provided to improve their working capacities (no disaggregated data available)
Aglucomi-TSH	Awareness raising on human trafficking and child rights in three regions: Bissau, Bafatá and Gabu, birth registration and reintegration of 150 talibé children into their families and communities (all children being boys)
RENLUV	Several GBV survivors were rescued and given a new opportunity outside of their violent homes. The support was coordinated with CAJ ensuring access to justice to survivors: 65 women victims of domestique violence were supported and 18 women reintegrated

³⁰ https://www.sesric.org/databases-nso-detail.php?c_code=21 ;

³¹ Danish Institute for Human Rights. The Right to Defend Rights tool: <https://www.humanrights.dk/tools/right-defend-rights-monitoring-tool>

	Radio programs were also conducted
Federation of persons with disabilities	Dissemination of the contents of the Convention on the Rights of Persons with Disabilities (CRPD), talking to people on inclusion, and working on inclusive education (including the building of ramps in schools). <ul style="list-style-type: none"> • Colloquia (Northern Province and Eastern Province): Total participants in the colloquia: 98 people (disaggregated data not available) • 7 Community Djumbais – 7 Sessions: Registered participants: 1.932 people (disaggregated data not available) • 15 access ramps installed in schools Radio programs were also conducted
WANEP	This support aimed at promoting alertness and response through engagement among key actors working on human rights protection
CODEDIC	Elaboration of the alternative Report to the CRC

The following INGOs were also supported to provide support to CSOs in Guinea Bissau:

Table 5: List of supported INGOs and main activities

Name of the organisation	Activities carried out
University Network for Human Rights	Development of a mentorship programme for human rights defenders and human rights activists in Guinea-Bissau.
Bondemi	Development and provision of 2 capacity building activities: 1) a hybrid training in basic computing, combining asynchronous and synchronous modalities with face-to-face tutoring, 2) an asynchronous human rights training program for 66 students (27 women and 39 men) at the Tchico Té public high school for teachers.
The Danish Institute for Human Rights	Provision of capacity building for human rights defenders on how to collect data on the rights connected to civic space and human rights defender (HRD), support the Implementation of the Right to Defend Rights tool in Guinea-Bissau (https://defend.humanrights.dk/) and support to the Network of Human Rights Defenders, the National Statistics Office and the Centre for Access to Justice in developing a comprehensive report on civic space, SDG 16.10.1, and the situation of human rights defenders in Guinea-Bissau.

5.2.3. Strategic partnerships

The project mobilized a considerable number of state and non-state actors relevant to achieving the project expected results. Thus, the support provided under the PBF HR project has benefited from collaborations with state and non-state actors that UNDP, UNICEF, and the Office of the United Nations High Commissioner for Human Rights (OHCHR) have fostered over the years. Likewise, thanks to the capacity, motivation, and holistic human rights approach applied by the program team, the program has been able to facilitate the following alliances:

- The partnership between the HRDN and two INGOs that helped the network to develop and fulfill its mission and that can be used beyond the lifespan of the project:
 1. the Danish Institute for Human Rights to implement the Right to Defend Rights tool in Guinea-Bissau (<https://defend.humanrights.dk/>),
 2. the University Network for Human Rights,
 3. the West African Network of Human Rights Defenders, and
 4. Front-Line Defenders.
- In order to have a national authority involved in the processes connected to mediation and conciliation the project support helped to build an alliance between the CAJ and the Voz di Paz. Community Development Officers working at the EDRs were trained in international human rights standards for conflict mediation to integrate human rights international standards to jointly establish a human rights monitoring system. An EWS was established through this collaborative work and CAJ was integrated into

community mediation and conciliation processes. Furthermore, Voz di Paz, which works with InterPeace³² has incorporated human rights work into its approach to the joint work.

- The CMS allowed IMC to monitor and manage cases of violence against children.
- The project team has also joined efforts with the PBF- CDTOC project to fund the international conference on the status of justice, a process that has allowed for the development of initiatives on legal aid in Guinea-Bissau. As a result of this work, the CAJ is signing an agreement with the Brazilian Public Defense Office to work on legal aid in Guinea-Bissau.
- The partnership between the CAJ and the Defensoria Publica de Brasil. The Terms of Reference (ToR) for joint work between the Ministry of Justice and Human Rights and the Public Defense Office of Brazil resulted in a new approach by the CAJ to extrajudicial decisions (especially those reached through mediation and conciliation). Thanks to this joint work, CAJ has included a gender perspective and the institution has managed to improve the safeguarding of the rights of women and people in situations of greater vulnerability, such as people with disabilities.

It could be understood that the project strengthened alliances between CSOs and ONGs to some extent, but there is no evidence to support this. However, the ET observed signs of rift and reluctance to collaborate in some organizations, perhaps motivated by a lack of understanding of each other's mandate, missions, expertise and the provided support.

5.2.4. Peacebuilding efforts and results

The PBF HR project invested in building lasting national and community capacities to sustain peacebuilding results through the realization of human rights as a contributing factor to peace and stability. The specific contributions of the PBF HR project to peace building efforts identified by the evaluation are the following:

- The project helped lay the groundwork for political dialogue and trust between the state and civil society. Ongoing consultations with civil society and their meaningful inclusion and participation in report drafting and presentation represent a significant step towards creating the necessary dialogue for building a social contract that promotes and protect human rights and lies under the development of meaningful public policies and the delivery of quality services ;
- Improving governance, fostering democratic institutions and enhancing their capacity is also another contributing factor to peacebuilding. In this regard the project trained a number of public officials³³ and civil society representatives that have now a better understanding of human rights, the importance of having an independent NHRI and the necessary institutional and social arrangements and agreements for its effective establishment ;
- The fact that the CAJ has now a signed agreement with the Brazilian Public Defense Office to work on legal aid in Guinea-Bissau represents a real and practical opportunity for the populations to have access to quality justice which contributes to realizations of human rights, stability and peace ;
- The project's supported mechanisms, such as the RENLUV mobile clinic, the Candonga da Justiça caravans, and the Djumbai community dialogues, which also extended access to justice services, and contributed to the resolution of long-standing conflicts within the communities. Participants in the group discussions expressed greater trust in the State, which has been corroborated by information provided by the project perception survey conducted in 2025³⁴ ;
- Community mobilization with a specific focus on youth and women as human rights defenders created greater sensitivity regarding the rights of women and children in the communities, which can be observed in all the interviews and focus group discussions ;
- The program's efforts to include gender, age (focusing primarily on child protection and youth participation), and disability issues in all project activities were noteworthy. The advocacy and awareness-raising work, information dissemination, and civic education campaigns carried out by project partners empowered all population groups in the communities on the importance of human rights, gender equality, human rights protection, conflict resolution, and women's rights.;
- The development and establishment of a community-based human rights monitoring system ;
- The establishment of the CMS to identify, monitor and report children rights violation.

³² Interpeace. International Organisation for peacebuilding. <https://www.interpeace.org/> ;

³³ The number of trained officials cannot be identified from the project reports, the ET considers it limited although strategic;

³⁴ United Nations PBF HR project. Perception survey, 2025 ;

5.2.5. Factors influencing the achievement and non-achievement of results

An important element of any learning-oriented evaluation is to identify the reasons for the achievement and non-achievement of results, including the role of internal and external factors. Internal factors mainly influence results at the output and immediate outcome level. External factors tend to be more prominent at higher outcome levels and relate to the context and other actors' behavior.

Internal factors

Two very important internal factors that contributed to the project's success are, firstly, that UNDP has an office within the Ministry of Justice that provides support under the rule of law and access to justice. Secondly, the youth, knowledge, experience, and motivation of the project team, who successfully collaborated as a single team despite belonging to different agencies, to achieve the objectives. The program team's motivation, their constant search for solutions and partnerships, their firm commitment to advancing human rights, and the experience they brought to the support provided were key to the success of the PBF HR project.

First, it is necessary to acknowledge the undeniable capacity of the recipient agencies to address development and human rights work in general, and the rights of children and vulnerable groups in particular. This has been evident in the interviews conducted as part of this evaluation. In the same way, the engagement of high-quality expertise from the external partners matching the needs has been a key factor influencing the effectiveness of the project support. Key informants have repeatedly declared their satisfaction with the provided support. In addition to the quality of the partners' experience, success factors include the program team's contextual knowledge, international comparative experience, flexibility to adapt and respond to challenging needs, support received from human rights staff and experts from OHCHR, the close relationship of agencies with some institutions and authorities, and the teamwork of program staff who have truly demonstrated working according to the principles of delivery as one.

Project staff identified key staff in the partner ministries who remained in their posts despite the leadership changes. The project worked closely with these stakeholders to ensure the continuity and completion of its activities.

External factors

External factors are related to persisting political instability. During the project's implementation, Parliament was dissolved twice, in 2022 and 2023 and now the 23rd November 2025 presidential and legislative elections results are being cancelled by the high Military commander board who has successfully organized a coup d'état on 26th November 2025. The President-elect appointed a self-initiative government in December 2023, following the dissolution of Parliament, even though the Constitution excludes this option during the first twelve months after his election. Four different Ministers of Justice held the position during the project's implementation. The constant changes in ministerial leadership led to transformations throughout the civil service, hindering the continuity of project activities.

Political will and support from various actors which is crucial at all stages for the realization of human rights. When asked about external factors influencing the ability to achieve results many stakeholders emphasize the importance of political will and support to have accountable institutions and to open the space for the non-state actors to do their work.

The project interacted and coordinated activities with the government at the highest level. It engaged with ministers, presidents, directors general, and technical staff from the participating institutions. This allowed the program team to identify allies within these institutions who facilitated the implementation of the activities and, consequently, the project's results. This was made possible by the strong relationships and extensive experience of working and collaborating between UNDP (UNDP supports the ministry through its Rule of Law program which has an office at the Ministry) and the Ministry of Justice, and between UNICEF and the Ministry of Women.

5.2.6. Results management

This section analyses the extent to what the PBF HR project has been able to deliver on its expected results.

The PBF HR project established a monitoring and evaluation and results-based management system, which UNDP and UNICEF monitoring and evaluation staff contributed to developing and implementing. The project also received support from the director of monitoring and evaluation at the PBF Secretariat.

The project results framework was elaborated and used, it was based on the theory of change, the indicators used were quantitative and qualitative in nature, and were operationalized in a consistent manner. In addition, the quality of the data collected was good as it was based on a project results . It systematically captured information on project performance, including outputs and immediate outcomes, either directly or through the use of project reports in the case of the sub-granted CSOs, and although the quality of the data collected was good, as it was based on the results of a project, it could have been improved if the project had incorporated a transformative gender perspective and included gender and inclusion responsive indicators. It would have been interesting, for example, to know to what extent reports to human rights treaties have incorporated issues of gender, disability, and youth, and if so, whether they address the needs and challenges of people in their diversity in Guinea-Bissau.

Project staff recruited through the PBF project had a dual reporting obligation: to the contracting agency and to the PBF HR project itself. There is evidence that knowledge and experiences were shared and compiled. The monitoring and evaluation system was specifically geared towards learning, proof of which is that the program team has been able to share and take ownership of some challenges and lessons learned during the program's implementation period. Proof of this is that as soon as the team perceived the difficulties in establishing an independent human rights institution in Guinea-Bissau, it sought alternatives to facilitate people's access to justice, such as the work carried out with the *Defensoría Pública de Brasil* and CAJ.

The project management committee, responsible for coordination of project implementation met once a month to assess project progress. A technical committee was established and met quarterly to plan, review project delivery progress, and resolve any related bottlenecks. The Steering Committee (SC) was supposed to meet every six months to plan to revise progress and advise on the way forward to ensure effective project delivery in accordance with PBF Guidelines. The ET had only access to one SC reporting notes from one meeting in 2023 but information coming from the interviews with recipient agencies shows that it met 3 times and one more time will happen soon to close the programme and in which the result of this evaluation will be presented to the members.

The programme managed to integrate the learning system, thanks to a number of factors, including the manageable size of the project, the good relations between the teams from the three agencies, and the robustness of the M&E system. This system contributes to the monitoring system for the United Nations Development Program in Guinea-Bissau.

5.3. Efficiency

The efficiency criterion is here applied to assess the extent to which the PBF HR project delivered its results in an economic and timely way. The focus of efficiency is on the transformation of inputs into outputs. When addressing results at the outcome-level, the criteria to be applied are effectiveness or cost-effectiveness. It should be noted that a systematic cost-efficiency or cost-effectiveness assessment is beyond the scope of the evaluation. In this evaluation, the assessment of efficiency is guided by the following questions: EQ4: Were financial, human, and operational resources used strategically and economically? And EQ5: Were coordination mechanisms among implementing agencies effective?

The execution rate of the total project budget is 99%. Data shows that the PBF HR project implemented all planned activities and delivered almost all expected outputs. Even so, the project faced some challenges. Recipients encountered difficulties, particularly in staff recruitment. Some of the project's staff recruitment was only completed in May 2023. Also, in early 2023, UNDP changed its global supplier platform from ATLAS to Quantum (Sales Force), which delayed procurement processes and the closing of grants with CSOs, slowing down the project's progress. Furthermore, the bureaucracy associated with the different contractual modalities exacerbated the delays. Nevertheless, according to project reports, by December 2024, all program staff were working on project activities, the issues with the new supplier platform, Quantum, had been resolved, and operations were running smoothly. Furthermore, the changes in the hiring procedures were understood and were being finalized on time.

The problem was that the project was nearing completion. Therefore, a non-cost extension (NCE) was requested, given that funding was still available and some of the efforts undertaken had not yielded the expected results, due to persistent political instability and frequent changes in government, such as aligning the National Human Rights Commission (CNDH) with the Paris Principles. Efforts to support civil society had not been fully

implemented. The cost-free extension was granted, and many of the program's efforts bore fruit during the final six months of the program's duration in 2025.

Overall, a relatively high proportion of project funds was allocated to personnel (36%) and contract services (10%), while general operating expenses remained relatively low (7%)³⁵. These were much higher (25%)³⁶ at the beginning of the project, as is usually to be expected; starting years of a project are often most costly.

On the other hand, the costs of the support allocated some to project partners (18% of total costs), state and non-state actors, appear proportionate to the projects they have led. The figures are higher for public institutions (up to \$150,000) and INGOs (just over \$100,000) than for CSOs (up to \$50,000). In any case, the project financially supported 18 entities: 3 INGOs, 4 state actors, 1 national NGO, and 10 CSOs. This evaluation did not analyse the efficiency of the different supported projects, but it did confirm through project documentation and key informant interviews the satisfaction of representatives of these entities with the achievement of their objectives. Not forgetting that the support came in one way or another to sustain the mandates and daily activities of the organizations, which would support the cost-effectiveness of the project.

“Many NGOs do the same work and don’t even know that others receive funding from the same project”³⁷. This finding reveals a deficiency in information management and communication of program matters among stakeholders. While the project team worked with extreme synergy and collaboration, demonstrating a high level of professional and personal commitment for human rights work, the evaluation noted gaps in communication and coordination efforts that could have been better supported in relation to information sharing in order to avoid duplication of the same work by different partners. Even so, it was acknowledged that the PBF HR project fostered a new collective awareness of the need for synergy and complementarity among actors, which is of strategic relevance in the Guinean context, where institutional fragmentation is one of the greatest obstacles to sustainable peace.

Nevertheless, from a results perspective the efficiency of the project is significant. The PBF HR managed to mobilize diverse relevant actors at relatively low costs, create alliances, generate local knowledge, and build social capital between CSOs and the State, aspects that go beyond traditional financial measurement and should be valued. The fact that UNDP had an office at the Ministry of Justice (UNDP Rule of law programme) was undoubtedly of great help.

Implementation took place in an environment of great political and social volatility. Since 2022, Guinea-Bissau has faced increasing tensions between state bodies and recurring governance crises, culminating in December 2023 in clashes between paramilitary forces and the dissolution of the National Assembly, and now the November 2025 coup d'etat led to the president’s departure from the country, and the other key opponent to apply for the asylum in Nigeria due to the escalating political tensions. This situation exacerbated political uncertainty and the fragility of the social contract, hindering both the execution of the project and the consolidation of institutional reforms. The 2025 electoral context remained equally marked by turbulence and distrust among political and social actors. This assessment confirms, through data collected from key informants who show a high sensitivity towards the peaceful development of the elections, that state and non-state actors are currently more aware of their individual power to influence it and maintain the desire for elections that are responsible and respect human rights.

5.4. Sustainability

This section explores the extent to what project results and benefits achieved with project support are sustainable, with a particular focus on the extent of national capacity development and ownership taking place. EQ6: Are results and benefits likely to be sustained beyond project completion? and EQ7: Were national capacities and ownership built adequately? guided the assessment.

Analysis of the available data indicates a high expectation of continuity in the results and benefits obtained by the project after its completion. This stems primarily from the strengthening of existing capacities of permanent

³⁵ Project financial reports ;

³⁶ Ibid,

³⁷ FGDs ;

operational structures, and integration of work processes that have been supported by the project and whose maintenance does not depend exclusively on external funding.

Sustainability is observed mainly in the support that contributed to legal advancements, the institutionalization of practices, and the strengthening of local actors with clearly defined roles, recognizing that the full continuity of the actions requires formal and sustained ownership by the actors involved.

Legal advancements — the National Human Rights Strategy and associated work plan, the new Child Protection Code as well as the new status of the NHRC (currently in the approval process), the Child Protection Policy, and the new law to establish a NMIRF (currently under development)—constitute elements that favor sustainability, since these instruments consolidate institutional commitments that go beyond project support and guide the practices of public institutions and CSOs, contributing to their harmonization and the continuity of the work. The state's responsibility is now to approve and implement them.

Furthermore, the fact that the Ministry of Justice and Human Rights has initiated work on a first draft of legislation for the creation of the NMIRF demonstrates the appropriation of the support provided to the State in the preparation and presentation of reports to international human rights bodies.

Strengthening pre-existing structural activities, such as community mediation, conflict resolution, and the work of the ERD, and increasing human rights training to complement existing capacities further contributes to building peace and stability. The project intentionally invested in strengthening sustainable national and community capacities to consolidate peacebuilding outcomes. Regarding access to justice, the services provided by the Legal Assistance Center (CAJ) have been progressively integrated into the institutional ecosystem, with a strong expectation of continuity. This has been achieved through collaboration with complementary initiatives, such as the RENLUV Mobile Clinic and the Voz di Paz early warning system, as well as through its work with the ERDs. The CAJ has thus established itself as a recognized institutions by communities and traditional authorities, playing a significant role in legal guidance and conflict resolution at community level. According to the information gathered, these collaborations are maintained due to the benefits and potential observed in this new structured way of working, and the satisfaction expressed by technical staff with its operation, leading to the conclusion that they are likely to be long-lasting. Although, they require further support.

Sustainability is particularly evident in the work done on child protection. The implementation of the CMS, supported by digital tools and SOPs, has made the IMC technically prepared and potentially autonomous in managing cases of violence against children (VAC)³⁸. The training of sector technicians and the reporting of cases reflect mastery of the tools and integration of the system into the inter-institutional workflow. This is a mechanism that tends to remain functional even in contexts of government turnover, as long as state structures continue to institutionally appropriate the system. Although operational appropriation by local structures is observed, key informants from IMC expressed their concerns on the future and the support they will have to run the CMS.

Strengthening civil society is another pillar of sustainability. The supported civil society organizations demonstrated autonomous operational capacity, working in multiple regions through community action, training, awareness campaigns, service delivery, and a structured data collection system, sometimes coordinated with national mechanisms as the Observatory of gender based violence and IMC. The results obtained in their projects demonstrate the existence of consolidated operational routines, stable alliances, and social recognition, which facilitates the continuity of interventions. The problem lies in the significant technical and financial dependence these organizations exhibit on the international community and external programs that support their work.

Difficulties lie in the absence of an effective social contract between civil society and the state, especially regarding human rights, which limits national ownership, collaborative and structured work and the sustainability of actions. Even so, the project succeeded in institutionalizing important foundations of inclusive and collaborative governance by introducing practices of inclusive dialogue, meaningful consultations, data availability, accountability, legal literacy in human rights, and social inclusion with a strong focus on gender, age, and disability.

The support provided to the HRDN was substantial. The ET has been able to confirm that today, HRDN is an organization that has a voice at the international level and uses its network of partners mostly in Portuguese-

³⁸ Interviews with IMC personnel ;

speaking countries to issue press releases and statements on the situation of human rights defenders in the country.

Strengthened in pre-existing structures, institutions and organizations rather than create new ones, reinforce existing capacities and strengthening institutionalized practices that continue working autonomously and more capacitated were the right approaches to ensure sustainability.

In summary, the project's sustainability lied on the localization strategy implemented by the programme mainly marked by 1) support provided to pre-existing relevant actors and mechanisms, 2) institutionalization of more relevant and structured services at community level, 3) integration of IT systems into current administrative processes, and 4) developed capacities among state, community, and civil society actors. Despite the risks associated with political instability and logistical limitations, the project approach and results shows that structures and competencies created and supported by the project have a high potential for continuity, demonstrated by the annual growth in reported cases of violence, the territorial expansion of services, the strengthening of community networks, and the consolidation of institutionalised instruments. These factors reinforce a solid expectation of sustainability in the medium and long term.

5.5. Coherence and Localisation

This section covers the internal coherence across project components, UN development objectives and PBF investments, as well as the external coherence between project support and the support of other actors. It corresponds to EQ8: Was the project complementary to other peacebuilding and human rights initiatives? And EQ9: How effectively did it engage national and local actors?.

The overall goal of the PBF HR Project was to strengthen the human rights system to effectively address human rights challenges in Guinea Bissau. The project had a national focus, supporting the Ministry of Justice and Human Rights in fulfilling its mandate. It worked simultaneously on the “demand” side (rights holders) and the “supply” side (duty holders), this aligned with a solid human rights-based approach (HRBA).

The ET observed a logical coherence between the existing theory of change³⁹, the expected results, the indicators, and the program activities. Furthermore, the formulation of the project was consistent with both the support previously provided by the recipient agencies and PBF's prior support which is not always the case. On top of that, the joint support of the three recipient agencies created strategic and operational synergies between support to access to justice, child protection and human rights protection including gender equality as a fundamental human right of women and girls and disability.

As observed in project documents, as designed, the PBF HR project maintained contextual, thematic and institutional coherence. Partnering with government and involving a cross-section of relevant stakeholders acting within their mandates to address common challenges made the PBF HR project a much-needed intervention where the need was greatest. Collaborating with the authorities responsible for the protection and realization of human rights, as well as with human rights defenders, working on data collection, reporting and follow-up, contributing to awareness-raising and supporting access to justice represents a fundamental holistic project approach to human rights work.

The evaluation team has the view that the project was well thought through. However, it is believed that a more structured support component for civil society was missing. While the program supported civil society in carrying out its work in communities, it did not make a sufficient effort to equip organizations to 1) better understand their individual and collective positioning and added value, and 2) have greater strength and power vis-à-vis the state in advocating for human rights. This would also have supported the definition and construction of the social contract between the state and civil society.

Coherence is also observed between contextual needs and the support provided. Contextual needs include human rights violations exacerbated by the COVID-19 pandemic, such as violations of the rights to education, health, protection that particularly affect women, children and youth.

At the same time external coherence was found with other peacebuilding and human rights initiatives as the EU Action Plan on Human Rights and Democracy 2020-2024. In that regard, a Senior HR Adviser was deployed to the Resident Coordinator Office (RCO) in GB based on a European Commission (EC) decision and the adviser was able to influence the project as well. The project support was also coherent with the needs identified for

³⁹ Theory of Change of the project is included in the ToRs of the evaluation and on the project document ;

peacebuilding and the importance of respecting and strengthening human rights to achieve peace and stability in GB, as identified in the UN conflict analysis. And while contextual factors influencing implementation, particularly political instability, were considered during the project's formulation, these factors presented a significant challenge for the protection of human rights due to changes in government that affected key political decision-making for strengthening state institutions and legal instruments despite the all-together approach implemented by the project team.

Other examples of internal coherence can be seen in the constant search for and creation of synergies between parties involved in human rights work driven by the project team as for instance the alliance created within the frame of the establishment of the EWS incorporated into Voz di Paz's community-level conflict analysis and work. As legal action is often needed, cases were started to be referred to CAJ, which offers legal guidance. Where legal representation is necessary, CAJ refers cases to the Bar Association for free legal aid. This was a way to ensure that vulnerable populations had access to both informal and formal justice. This internal coherence resulted in a more structured way to work that was key to promote conflict resolution and increase access to justice.

There is ample evidence of the localized response of the PBF HR project. The PBF HR project can be considered unique in many respects, one of them the constant willingness of the project team to provide contextualized support and this needs to be highlighted. The project supported relevant HR state and non-state actors, their mandates and operations.

CSOs active on the ground, primarily those with which the recipient agencies normally work and which they had already supported, have seen their capacity reinforced, both at the institutional and operational levels. While this evaluation did not access the projects implemented by the supported organizations, the evaluation could confirm that they have been working for some time⁴⁰, know the communities well, and their support is fundamental for the protection and empowerment of the populations, especially the most vulnerable, which is an essential element of a localized approach.

Furthermore, the project supported important partnerships at all levels including at the community level, such as those established with Voz di Paz for the implementation of the early warning system, or those that facilitated access to justice thanks to the engagement with CAJ, this being identified by the ET as the type of support that ensures localization of project efforts.

5.6. Conflict sensitivity and Do no harm

This section tries to answer EQ10: Did the project consider conflict risks and mitigate potential harms?

In human rights programs, the principle of “do no harm” requires organizations to ensure that their actions do not unintentionally exacerbate conflicts or negatively affect populations, especially the most vulnerable. This involves analyzing the context to understand the “dividers” (factors that cause division) and “connectors” (factors that bring people together) within a society, and then adjusting programs to avoid reinforcing dividers or weakening connectors. It is a fundamental component of conflict-sensitive programs, requiring ongoing monitoring and a commitment to mitigate unintended negative consequences, especially in fragile or conflict-affected settings.

The PBF HR project was implemented in a context marked by political and institutional fragility in Guinea-Bissau, governmental instability, a limited state presence outside the capital Bissau, and overlapping normative systems (formal justice, traditional justice, and the influence of Koranic law in some regions). This environment demanded a conflict-sensitive approach and ongoing risk analysis. The project integrated key elements of conflict sensitivity, such as the identification and inclusion of relevant partners, awareness-raising activities, pre-intervention trainings and ongoing capacity building, strengthening the capacities of teams and organization and technical partnerships within communities. The project's methodological flexibility allowed for rapid adjustments in a context of political instability, ministerial changes, and parliamentary dissolutions, integrating local leadership and ensuring the continuity of actions.

Participants in Mansôa noted that “everyone received training or capacity building before entering the community” which facilitated acceptance and dialogue with traditional leaders⁴¹. In Gabú, it was highlighted that

⁴⁰ KIIs, FGDs and Project documents ;

⁴¹ Focus Group – Mansôa ;

the project “created a channel of communication between NGOs, the government and communities” thus contributing to greater stability in a territory where religious norms and traditional justice practices decisively influence conflict and conflict resolution⁴².

In the regions⁴³, participants emphasized that effective mitigation requires greater involvement of community leaders, elders, and religious authorities, given their crucial role in mediating local conflicts. They also stressed that initial dialogue with these actors is essential to ensure community acceptance and prevent tensions. Therefore, while the project adopted relevant mitigation strategies—such as training, local coordination, and networking—the focus group analysis indicates that conflict sensitivity was only partial.

Despite these measures, the data shows⁴⁴ that there were limitations in the systematic integration of the principle of “do no harm.” In Gabú, it was observed that the coexistence of formal justice, traditional justice, and Koranic norms generates tensions that were not fully anticipated, especially with regard to women's rights and family conflicts, which continue to be strongly influenced by religious interpretations and customary practices⁴⁵. It was also mentioned by technical personnel of CAJs participants in FGDs that the project did not reach the most remote rural areas, where tensions are more pronounced, thus limiting the prevention of potential damage. The fact that the project decided which organizations would be supported and which regions or communities would receive support creates additional tensions among CSOs, as the ET has noted in interviews with key informants. There is a widespread feeling that the same organizations are always supported, that support is not coordinated with civil society, and that sometimes the available support is not understood.

In Bissau, it was observed the strong dependence on external funding by civil society organizations (CSOs). This creates an environment of competition for resources among them, which reduces collaboration and generates perceptions of mistrust. This dynamic poses a risk to social cohesion and can affect the legitimacy of the intervention. The program managed to incorporate sensitivity to the conflict as such, but at the external level. Internally, this sensitivity was less intense. Representatives of SCOs reinforced the idea that “networking has a greater impact on results” while also “prevents unnecessary conflicts related to competition between organizations”⁴⁶.

Another significant aspect of the implementation of the Do No Harm principle was the fact that the project was able to respond to the number of cases of rights violations detected in the field by CSOs through the integration and support provided to the CAJ and the partnerships created with the institution within the framework of the project.

5.7. Catalytic impact

This section replies to EQ11: Did the project lead to follow-on initiatives, policy changes, or institutional shifts? and EQ12: Was it adaptive to evolving political and social dynamics?

The PBF Human Rights Project is a catalytic project, serving as a true breeding ground for human rights in Guinea-Bissau. It is catalytic because it supported state and non-state organizations and institutions responsible for the realization of human rights and the protection of population groups and defenders at a time of extreme relevance in the country, supporting the scaling up of their mandates through capacity building and the implementation of relevant strategic partnerships.

The project evaluation reveals significant changes at the individual and institutional levels. The observed effects go beyond immediate results, reflecting changes in behaviour, strengthened trust between citizens and institutions, and greater visibility and understanding of human rights issues and the need for their inclusion in the national public debate⁴⁷.

Focus groups conducted at the national and regional levels highlight the project's importance in transforming mindsets and opening new spaces for dialogue and participation. In Gabú, it was reported that “the project contributed to the reduction of conflicts between young people and the reduction of abandonment of babies born

⁴² FGD – Gabú ;

⁴³ FGDs Mansoa and Gabú ;

⁴⁴ FGDs in the regions and Bissau ;

⁴⁵ Ibid ;

⁴⁶ FGD – Bissau ;

⁴⁷ UNICEF, 2022; United Nations Peacebuilding Fund, 2025 ;

*in public places*⁴⁸, evidencing a direct impact on community behavior and the protection of children and women⁴⁹. In Mansoa, it was observed that *“women begin to fight for their rights and to participate more in community decisions”*, showing concrete changes in distribution of power and even gender norms and power⁵⁰

In Bissau, the impact is felt primarily at the institutional level. Focus group participants highlighted the strengthening of civil society's voice and visibility and the emergence of a collective awareness of the need for inter-organizational coordination. One participant summarized: *“Before, each organization worked alone. Now we know that networking has a greater impact and reduces costs”*. This recent shift in attitude represents a qualitative outcome of high strategic value, as cooperation among CSOs is a prerequisite for consolidating an efficient and sustainable national human rights system⁵¹. Furthermore, according to the information gathered, civil society participation reached unprecedented levels in the country. Eighteen organizations submitted alternative reports to the 2025 Universal Periodic Review (UPR), six of which traveled to Geneva to present their findings. For the first time in history, CSOs from Guinea Bissau were directly involved in an international human rights process. This increased visibility, has rebalanced relations between the state and society, boosted external confidence in Guinea-Bissau's governance trajectory, and paved the way for political and social dialogue.

Furthermore, the project involved the participation of CAJ as strategic partners, who played a fundamental role in strengthening access to justice and protecting victims of domestic violence. The mobile clinics enabled direct assistance to victims, providing legal guidance and appropriate referrals. This collaboration strengthened coordination between institutions and CSOs, expanded the coverage of protection services and community awareness, and reinforced the capacity for immediate response to cases of domestic violence, contributing to the consolidation of more integrated and sustainable practices in the country's human rights system.

Likewise, the project promoted significant institutional advances, such as the production and submission of state reports to international human rights mechanisms, reinforcing the responsibility of the State and the visibility of the issue⁵². Innovative prevention and response mechanisms were developed, including the early warning system and the child protection case management system, expanding the capacity of the community and institutions to identify and respond to situations of risk⁵³.

It should be noted that the project was fully operational in 2024, its final year of implementation, and even so it achieved almost all of its objectives, suggesting that if it had been operational from the outset, the project would have had an even greater catalytic effect. The only objective that was not achieved was the creation of an independent NHRI, which suggests that this particular specific objective was very ambitious. Perhaps it would have been more appropriate to focus on preparing individuals and organizations to embrace the need for the independence of the CNDH, an objective that would have been fully achieved as it was the case. This would have made the catalytic effect of the project even greater.

A significant change was also observed in the understanding of organizational culture of several state and non-state actors, which have begun to produce international reports, adopt systematic data management practices, and strengthen inter-ministerial coordination mechanisms. The digital systems introduced (Kobo Collect, IMS) are widely incorporated into justice, police, health, and social protection services, ensuring greater administrative consistency and reporting of human right violations. Simultaneously, the mobile clinics have consolidated the link between communities and formal institutions, creating permanent flows of reporting, referral, and data collection collected locally, reported and managed in a collaborative way.

The Human Rights Defenders Network was reactivated and supported, and was able to establish partnerships with the Danish Institute for Human Rights, the West African Human Rights Defenders Network, and Front-Line Defenders, thus ensuring ongoing technical support and collaboration. The Network has already secured new funding to implement a project on corruption and human rights, demonstrating greater autonomy and significant potential for human rights work in Guinea-Bissau.

The PBF HR project foster other strategic partnerships out of the scope of the programme as for instance the partnership between CAJ, SOS Children's Village and IMC to support Regional Child Protection Units. IMC regional offices in Bafatá, Gabú, Oio, Cacheu, and Quinara now operate under a shared responsibility model. CAJ covers

⁴⁸ Ibid ;

⁴⁹ KIIs in Bissau ;

⁵⁰ GFD Mansoa ;

⁵¹ KIIs wirh Voz di Paz and RENLUV ;

⁵² UNICEF, 2022; United Nations Peacebuilding Fund, 2025 ;

⁵³ KII with Instituto de Mulher e Criança ;

Bafatá, Quinara, and Oio, while SOS Children's Village supports Gabú and Cacheu. These units now provide localized responses to child rights violations expanding the presence of CAJ and the response to violations of children rights.

5.8. Gender equality and inclusion

This section replies to EQ13: To what extent were gender equality, youth empowerment, and disability inclusion mainstreamed?

The PBF HR project was marked as GM2⁵⁴ according to the UNDP Gender Markers. This updated guidance note equips UNDP staff and implementing partners with practical tools and clear criteria to guide the application of the Gender Marker methodology⁵⁵.

According to project reports more than 50% of the total project budget was allocated to activities contributing to gender equality or women's empowerment. The integration of a gender, age and disability perspective into all project activities was a fundamental project's concern, reflected in the project document, budget allocation, and project reports. The PBF HR project aimed to address deeply rooted discrimination in society, as well as the resulting human rights violations, through all project activities, as demonstrated by the reports consulted and the information obtained in the field. Special attention was given to the most vulnerable.

It was planned to integrate a gender perspective into the support for the creation of a new National Human Rights Institution (NHRI). This institution was conceived to promote and protect women's rights and gender equality, which was a key concern during the review of the statute of the National Human Rights Commission (NHRC). It remains unclear the extent to what this was done as the new status of the commission was not made available to the ET.

It was also envisioned that gender equality and women's empowerment (GEWE) would be a fundamental element of the national human rights action plan, the finalization and implementation of which were supported by the PBF HR project. The project team sought to ensure that the needs of women, girls, and other discriminated groups were specifically considered, given that the National Human Rights Strategy highlights the need to work to promote their rights. While gender issues were included to some extent in the national action plan, there is no evidence that a gender analysis was used to inform the design and planning of it.

Gender transformation and considerations were also integrated into the preparation and drafting of reports for treaty bodies, as confirmed by the evaluation through a review of these reports. These considerations included not only gender, but also age and disability. And although the integration of these issues is appreciated, they do not respond to a gender analysis of the needs, challenges, capacities, and obstacles that men and women in their diversity face in Guinean society. It is also unclear how the work done in drafting the report to the CEDAW committee influenced the reports of other bodies established under other international human rights treaties for which the project also supported the drafting of the related reports.

According to project reports, women were included in the ad hoc working groups responsible for preparing reports for human rights treaty bodies. As a result, technical staff working on reports for international human rights treaty bodies have increased their capacity to draft reports with a gender perspective. While this is positive in principle, questions arise when we try to analyze the perspective that was incorporated and the extent to which the women and men included in the working groups were trained to incorporate it. We already know at this point that the inclusion of women in work or decision-making spaces does not necessarily reflect progress in women's rights; it all depends on voice, power to act, negotiation and influence. These areas of work are not exempt from gender norms.

The PBF HR project also provided support to civil society organizations, including women's rights organizations in an attempt to bring better answers to violations of women's rights. RENLUV received support to continue its

⁵⁴ UNDP. Investing in Gender Equality: UNDP Gender Marker, Tracking gender related investments and expenditures in Quantum: <https://www.undp.org/publications/investing-gender-equality-undp-gender-marker-tracking-gender-related-investments-and-expenditures-quantum> ;

⁵⁵ The note supports more effective planning and budgeting, enabling countries to scale up investments in gender equality and women's empowerment. Ultimately, this contributes to stronger development outcomes and helps fulfill UNDP's strategic commitments under the Gender Equality Strategy and [UN-SWAP 3.0](#) ;

work providing assistance to women victims of sexual and gender-based violence (SGBV) including domestic violence, ensuring their cases receive attention through its mobile clinics (Candongia de Justiça). RENLUV offers both legal and psychosocial support through partnerships with other partners. The project worked in seven locations across the country (SAB, Bissorã, Prabis/Quisset, Fulacunda, Catió, Bafatá e Gabu)⁵⁶ and served as a pilot program to assess its viability. An important emphasis was put on children, young girls, and women cases.

The same was true of the support provided to RENALJEV, which carried out a community initiative on human rights education in the Cacheu region. The same was true of the support provided to RENALJEV, which carried out a community initiative on human rights education in the Cacheu region. RENALJEV worked in collaboration with AJPDH (Associação da Juventude para a Promoção e Defesa dos Direitos Humanos da Guiné-Bissau / Youth Association for the Promotion and Defense of Human Rights) and Rede de Crianças e Jovens Jornalistas / Network of Children and Young Journalists (RCJJ) to raise awareness about the rights of women and girls in schools and menstrual hygiene and health.

In terms of the work carried out with human rights defenders, the project aimed at generating synergies and opportunities for defenders including for women human rights defenders (WHRDs). Somehow this was done, as for example, the network participated in an internship at Justiça Global⁵⁷, a Brazilian NGO working on the protection of Human Rights Defenders, and one of the two participants from Guinea-Bissau was a woman. The project team in an attempt to promote better results for WHRD promoted this decision. WROs and WLOs were also included to some extent in CSOs consultations.

Promoting knowledge and understanding of the rights of LGBTI people in order to improve the treatment they receive from security forces was also a fundamental concern. Promoting knowledge and understanding of questions related to gender equality, sexual orientation, gender identity and non-discrimination is intrinsically linked to the promotion of human rights and peace building.

The project worked closely with CODEDIC and the Federation of People with Disabilities to ensure the inclusion of disability considerations in all project activities. The Federation conducted awareness and training activities on the rights of people with disabilities and built 15 access ramps for people with disabilities in schools in Biombo. SCOs working on people with disability's rights were also included in reports drafting and the revision of the status of the HRNC.

In short, despite the efforts mentioned above, which are clearly visible, there does not appear to have been any implementation of a collective gender strategy that is either consistent or transformative. Disaggregation of data was neither consistent nor systemic and although WROs were included in project support it remains unclear the extent to which they were able to raise women's rights issues to all project components.

6. Conclusions and lessons learnt

6.1. Conclusions

The PBF HR project has made significant progress in improving the protection of human rights and supporting peacebuilding dividends in Guinea-Bissau. It has demonstrated its relevance, coherence, and efficiency, while achieving significant results at the community level. Its catalytic effects in terms of social cohesion, conflict prevention and access to justice are evident, although further work is needed to achieve greater impact on national processes for the protection of human rights, which contributes substantially to peacebuilding.

The project has adhered to the principle of "do no harm" and has been sensitive to conflict dynamics, ensuring that its interventions support positive change without exacerbating existing tensions. Looking ahead, greater emphasis should be placed on sustaining and scaling up the project's results, strengthening coordination with national stakeholders, and ensuring continued financial and technical support to civil society organizations in a structured manner.

The PBF HR project demonstrates that in cases where states lack strong political will to realize human rights, working with civil society is indispensable to ensuring the protection of individuals and rights defenders. The

⁵⁶ Presentation of the final results of the Mobile Clinic's actions.

⁵⁷ Justiça Global. Lutas locais. Caminhos globais: <https://www.global.org.br/en/home/> ;

evaluation shows that the project has made meaningful contributions to human rights protection and realization in Guinea-Bissau, operating in a context characterized by institutional fragility, limited state functionality. The following conclusions synthesize the findings according to the OECD DAC criteria and the guiding principles of the Peacebuilding Fund.

The project provides clear added value by linking human rights protection with peacebuilding objectives. It supports PBF efforts and priorities through the strengthening of community resilience, support to vulnerable groups, and the creation of mechanisms that help prevent escalation of local tensions. Its preventive orientation aligns strongly with PBF's strategic mandate.

- **Relevance**

The PBF HR project remains highly relevant to the HR protection needs of the target communities and aligns well with national priorities, UN strategic frameworks, and PBF thematic areas. It built upon and largely succeeded in leveraging and sustaining the previous support provided by the United Nations system to the country. It arrived just in time to consolidate the benefits of that prior support and ensure their continuation. The theory of change is appropriate and continues to hold, particularly in its focus on strengthening local capacities and promoting community-based mechanisms for protection and prevention. A reconstructed Theory of Change is in annex 2.

- **Coherence**

The project was coherent with national and international frameworks, and has delivered meaningful results in both human rights protection and peacebuilding in Guinea-Bissau. However, the sustainability and expansion of impact will require continued support, stronger inter-institutional coordination, and further consolidation of local capacities.

The project worked at the individual, institutional, community levels, and worked in an holistic way to promote a human right culture at the institutional level. Individuals gained capacity, institutions were strengthened and communities improved their understanding on human rights and their important role to promote and respect rights. A focus was out on the rights of discriminated groups and on those of the most vulnerable groups.

The evaluation confirms that the project has established a solid foundation upon which more comprehensive and longer-term interventions can be built. Internal coherence across project components is strong, and the project is generally consistent with other peacebuilding initiatives in the country. Nonetheless, coordination with certain government actors and civil society organizations could be further enhanced to maximize synergies and avoid overlaps, particularly in the areas of protection and local conflict prevention.

- **Efficiency**

Despite contextual challenges — including political instability, operational constraints, and high institutional turnover — the project delivered substantial progress with a generally efficient use of resources. Some implementation delays occurred, partly due to planning assumptions that did not fully anticipate contextual limitations.

- **Effectiveness**

This was a project of enormous technical scope compared to the available resources. The data shows that the project implemented all planned activities and achieved almost all expected results. It achieved most of its expected outputs and outcomes, notably by strengthening the capacity of local actors to identify, prevent, and manage human rights violations and protection risks. The evaluation found improvements in community awareness, training of key stakeholders, and the establishment of local dialogue mechanisms, contributing directly to both human rights outcomes and peacebuilding efforts.

Even so, the project faced some difficulties. Guinea-Bissau has faced numerous challenges and changes in recent years since the project's approval, which, as is often the case, affected its development. Furthermore, the recipient agencies faced difficulties, particularly in staff recruitment and the disbursement of grant funds to some CSOs. The project was only 100% operational in 2024. Nevertheless, apart from the independency of the HRNC, it achieved its expected results. Some activities were delayed, and others required more effort than anticipated, however, significant progress was made during this period, Some of which still need greater appropriation by the State, such as the CMS developed for the reporting and management of violations of children's rights.

The project strengthened national institutions, such as the NHRC, which, although not absolutely, has come to understand the importance of the Paris Principles, now has a new statute more aligned with them and it is technically prepared for producing more independent reports on Human rights. Various government entities, such as the MJHR, the IMC, the CAJ, sectoral ministries, and decentralized services, acquired essential human rights-sensitive technical, managerial, and operational competencies to ensure the continuity of their work in a more responsive way towards human rights.

Capacity building was comprehensive and focused on addressing structural deficiencies, such as understanding the importance of human rights work and international standards, data availability, case management, inter-institutional cooperation, legal framework development, and the provision of quality frontline services. At the IMC, the creation of the Digital Case Management System, supported by standard operating procedures (SOPs) and extensive training, enabled teams to identify, document, and monitor cases of child abuse with greater autonomy, which was reflected in the steady increase in the number of cases registered between 2022 and 2024. At the CAJ, the consolidation of the technical team, along with operational protocols and strategic alliances, strengthened its integration into community conflict resolution practices and institutional recognition by local authorities.

- **Catalytic impact**

Given the relatively short implementation period, structural impact remains limited but promising. The project has contributed to positive community-level changes, including greater local empowerment, reduced tensions, and stronger dialogue spaces. Its contribution to social cohesion and local conflict prevention is evident, though still modest in scale.

The project not only delivered structural results but also laid a solid foundation for lasting transformations, strengthening institutional resilience, social trust, and promoting the progressive consolidation of a more articulated, preventive, and sustainable national human rights system. Change stories can be found in Annex 6.

- **Sustainability**

Sustainability is assessed as moderate. While local capacities have been strengthened, several risks persist, including institutional fragility as recent events demonstrate, limited national resources, and dependence on external funding. Community ownership is a notable strength, but continued technical support will be essential to consolidate results.

Furthermore, the provided support to establish the CMS and the EWS on human rights represents the opportunity to sustained work. By integrating these tools into state institutions and civil society work, the project ensured the continuity of human rights watching, protection and response to human rights violations while working on conflict prevention and contributing to peace.

The analysis of the evidence demonstrates that the project significantly contributed to the development of state, and non-state capacities, at national and regional levels, with an emphasis on the progressive strengthening of institutional ownership. Appropriation of the work at state level is demonstrate by the fact that now the state is working on a draft for the establishment of a NMIRF. Lower level of appropriation was observed at the IMC that still does not see the work on the CMS continuing without any further support⁵⁸.

- **Gender and inclusion**

Despite efforts to raise awareness among stakeholders about the inclusion of gender, age, and disability aspects in project activities, a transformative gender perspective was not used. This represents a missed opportunity, given that it is a human rights project and the integration of these issues constitute a right in itself.

6.2. Lessons learnt

1. **Contextual factors — political, cultural, religious, and institutional — must be deeply integrated into project design and implementation to ensure their effectiveness**

Through focus group discussions, it became evident that the project did not always adequately account for local contextual aspects, which impacted its delivery and outcomes.

⁵⁸ KIIs ;

Key challenges included political instability, the economic and operational dependence of civil society organizations, social tensions, institutional delays, discrimination, gender-based violence, and entrenched inequalities linked to traditional and religious norms that restrict women's rights. Furthermore, relational dynamics within Guinea-Bissau — such as resistance from traditional chiefs, political discrimination against field teams, and the influence of religious laws on inheritance and women's rights despite the existence of domestic related legislation— were critical factors affecting project success⁵⁹. In Bissau, the absence of regular elections and the fragility of the democratic culture also posed limitations to the project's implementation.

The lesson learned is that human rights projects in such contexts must incorporate continuous, in-depth contextual analysis, including gender analysis. This allows for better understanding of the environment in which the project operates, and the development of mitigation strategies that are closely aligned with local realities. It is essential to prioritize safety, community acceptance, and the adaptation of approaches to local sociocultural sensitivities to ensure successful outcomes.

2. Political instability can severely compromise institutional engagement and the long-term sustainability of projects, requiring the establishment of realistic objectives and robust mitigation strategies

During the course of this project, Guinea-Bissau's parliament, a key partner, was dissolved twice — in 2022 and again in 2023. Additionally, the project faced continuous leadership changes, with four different Ministers of Justice serving during the same period. These shifts in leadership significantly hampered the timely implementation of project activities.

However, the project successfully identified key personnel who were likely to remain in their positions despite political shifts. This strategic mitigation measure allowed the project to continue making progress. Although there were periods when it was not possible to work at the highest levels of decision-making, the project still delivered on all expected results. The identification and support of these key allies, both within the Ministry of Justice and at the UNDP level, proved to be instrumental in maintaining momentum and facilitating project activities.

One of the most significant challenges arose in relation to the work with the National Commission for Human Rights (CNDH). The risk of failing to align the CNDH with the PP was high, particularly with the ambitious goals outlined in Specific Objective 1 (SO1). In hindsight, it would have been more effective to focus on training and preparing stakeholders to understand the importance of an independent institution, rather than concentrating efforts on establishing the CNDH aligned with Paris principle. The legal and statutory changes required for such a transformation are lengthy and complex, and both the training and institutional development approaches could have been implemented earlier.

3. Capacity building can produce tangible results even when structural reforms face significant delays

Although legislative reforms aimed at establishing an independent National Human Rights Institution (NHRI) were stalled, the project's focus on building the technical capacity of key actors led to concrete outcomes that strengthened the national human rights system.

Notably, despite weak progress in the institutionalization of an independent NHRI, the existing Commission successfully produced its first independent report for the Universal Periodic Review (UPR). Additionally, with support from the project, inter-ministerial working groups were established, and these groups began preparing overdue reports for the human rights treaties ratified by Guinea-Bissau.

As a result, Guinea-Bissau made significant strides in fulfilling its obligations to report to international human rights mechanisms. Moreover, the project also facilitated the submission of civil society reports, further advancing the country's engagement with international human rights bodies.

4. Structured interventions at the local level enhance effectiveness and improve the quality of services provided to the population

The establishment of an IMS and the CMS, significantly improved the monitoring and management of cases of violence against children. This system, in partnership with more than 40 institutions and organizations, facilitated

⁵⁹ FGDs at regional level ;

referrals and the provision of services for survivors. As a result, the needs of children affected by violence are now better understood, and responses are more coordinated.

In addition, the strategic partnership between CAJ, the ERDs, Voz di Paz, and InterPeace contributed to the development of an emerging Early Warning System (EWS). This system plays a critical role in preventing and responding to potential human rights violations at the local level.

Representatives from the ERDs received training in mediation techniques and are now equipped to incorporate international human rights standards into their work mediating community conflicts. The creation of decentralized structures with standardized, institutionalized processes and local mediation mechanisms has greatly enhanced the effectiveness of responses to human rights violations. These mechanisms bring justice and protection services closer to communities, ensuring that vulnerable populations receive the support and protection they need in a timely and efficient manner.

5. A strong civil society is essential for achieving sustainable results, especially when civic space shrinks

Despite the significant restrictions on civic space during the project's implementation period — including censorship, bans on protests, and threats and attacks against journalists and activists — the supported civil society organizations (CSOs) played a critical role in advancing human rights. These organizations collaborated with state actors to draft reports for various human rights committees and produced independent reports for mechanisms such as the Universal Periodic Review (UPR) and the progress towards SDG 16.

In addition, CSOs such as RENLUV provided direct support to women and girls who were victims of gender-based and domestic violence across all regions of Guinea-Bissau, while AMIC focused on assisting girls who were victims of child marriage and sexual violence. These examples highlight the vital role that CSOs play in providing services and advocacy in a context where state responses are limited.

Strengthening and supporting the work of CSOs becomes even more strategic in environments where democratic space is shrinking. In such contexts, CSOs act as a counterweight to government power, ensuring independent monitoring, reporting, and expanding protection mechanisms for vulnerable populations.

6. Investment in inter-institutional cooperation generates exponential gains for international reporting and accountability

One of the key successes of the project was the facilitation of inter-institutional cooperation, which resulted in significant advances in Guinea-Bissau's engagement with international human rights mechanisms. For the first time in decades, the country submitted reports to UN human rights committees, including the Committee on the Rights of the Child (CRC), the Committee on the Elimination of Discrimination against Women (CEDAW), the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), and the Committee on the Rights of Persons with Disabilities (CRPD).

This achievement was made possible through the creation of inter-ministerial ad-hoc groups specifically dedicated to collaborative report production. These groups, supported by the project, fostered a more cohesive and effective approach to fulfilling Guinea-Bissau's international human rights obligations. Additionally, the state began to consider the need for the establishment of a NMIRF, further strengthening the country's capacity to meet its international commitments.

The establishment of inter-ministerial technical working groups and the institutionalization of work routines significantly improved the state's ability to comply with international standards and reporting requirements. This model of cooperation not only enhanced accountability but also demonstrated how investment in coordination across institutions can lead to exponential gains in both reporting and the broader human rights agenda.

7. Community awareness is an impactful factor, but it requires continuity and greater inclusion of traditional leaders

Human rights work, particularly in culturally diverse settings, relies heavily on the active participation and engagement of traditional leaders. Their involvement directly influences both community acceptance of the initiatives and the safety of field teams.

The project demonstrated that awareness-raising activities, particularly those focused on women's rights, the prevention of harmful practices, access to justice, and basic human rights, had an immediate and noticeable

impact. The communities showed a greater understanding of human rights, a change in attitudes, and a noticeable shift in behaviors, including increased participation of women and youth. Focus group participants in the regions highlighted several positive outcomes, such as: "*many people now understand human rights*", "*there has been a decrease in violence*", "*women are now speaking out*", "*more girls are attending school*," and "*a change in mindset is evident in the community*". Moreover, the project managed to reach areas often overlooked by the state, including remote regions.

However, the sustainability and broadening of these positive impacts require continuity in efforts and greater inclusion of traditional leaders. In several focus groups, participants emphasized the critical role of elders and village chiefs in driving change, stating: "*It is necessary to raise awareness among the elders first*", "*if they don't cooperate, nothing can be done*" and "*not everyone in the communities is aware of the issue; it is necessary to continue*". This highlights the need for ongoing engagement with these key local figures to ensure that the progress made is sustained and expanded.

8. Partnership and cooperation between CSOs, CAJs, the police, traditional power structures, and public institutions generates significant results, but it still occurs in a fragmented way without structured mechanisms

Effective coordination among CSOs, CAJs, the police, traditional power structures, and public institutions has shown to lead to tangible improvements in human rights protection. Focus group participants highlighted several areas of progress, including improved access to justice, better conflict mediation, increased respect for inheritance rights, and a reduction in "*taking the law into one's own hands*". When these actors coordinate their efforts — for example, when CAJs collaborate with the police and traditional chiefs, and CSOs mobilize communities — the results are far more impactful.

However, despite these successes, coordination is still fragmented, and there is a lack of formalized mechanisms for collaboration. In Bissau, CSOs acknowledged that they often work in the same areas "*without knowing each other*", leading to duplication of efforts, competition for resources, and a lack of a unified strategic vision. Additionally, there is limited communication between institutions, and coordination with the government remains weak. The centralization of decision-making in Bissau further weakens collaboration with regional entities.

Interinstitutional cooperation is a key driver for positive impact, but it requires the establishment of formal coordination structures, such as regional committees, functional networks, and cooperation protocols. These structures ensure that efforts are complementary and unified across all levels of society and the country.

9. The institutional strengthening of CSOs and public entities has progressed, but the sustainability of these capacities requires a vision, a common strategy, predictable funding, and clarification of mandates

The project made significant contributions to strengthening the technical and institutional capacities of CSOs, community agents, CAJs (Youth Action Centers), Voz di Paz, the police, and other public entities. Focus group participants reported improvements in skills and an increased level of trust and confidence from the community in local authorities.

However, the sustainability of these gains remains fragile. The long-term consolidation of the capacities built during the project requires more than just one-off training initiatives. It necessitates a clear training strategy — one that is well-planned, targets the right audiences, provides sufficient time for learning, and ensures adequate resources are allocated. Without these components, the capacity gains achieved during the project will likely fade over time.

In Bissau, participants pointed out a lack of a cohesive, overarching vision within the civil society sector, with each organization focusing on its individual projects. This absence of a unified strategy weakens the sustainability of capacity-building efforts and undermines the ability of civil society to act collectively. There is a need for a common strategy that includes predictable funding and clear mandates for both public and CSO entities to ensure continued impact beyond the project's lifecycle.

7. Recommendations

The recommendations below are directly based on the findings and conclusions of the evaluation, as presented above. It should be noted that several of the recommendations require the mobilization of additional resources, capacity and expertise, and the recommendations to The UN System including PBF and other donors should be seen in this light. It should also be emphasized that the recommendations focus on areas where there is a clear need for improvement (e.g. capacity development or appropriation), but they should not be implemented to the detriment of the mandate of the CNDH, which is to promote and protect human rights through research, advocacy, technical assistance to States, and coordination of efforts.

To the UN System including PBF:

- To conduct and use a gender analysis to inform programming including at the CCA/CF level. Gender sensitive conflict analysis should be prioritized,
- To promote, facilitate and sustain the social contract between the State and civil society. Political dialogue on human rights between SC and the GoGB can now be developed thanks to the existence of the two instruments: the NAP HR and the Strategy for Human Rights and Citizenship,
- To provide more structured support to SC by mapping non-state actors, bringing them together and supporting them to align their work, combine their efforts, create synergies and implement projects collaboratively that can multiply the effect of their actions,
- To continue with advocacy work for the HRNC to be in line with PP while finalizing the work for the *Defensoria Publica* to implement an adapted strategy in GB,
- To work with IMC to further appropriate the complete functioning of IMS and the CMS,
- To continue supporting the established partnerships in the field, such as CAJ, RENLUV, CSOs, ERDs, and others,
- To conduct a working session on the PBF HR reconstructed ToC,
- To implement gender transformative / feminist approaches to Human Rights.

To the GoGB:

- To set priorities to work on HR within the implementation of the NAP HR,
- To continue strengthening partnerships created within the frame of the PBF HR project as the one with CAJ and Voz di Paz,
- To keep inter-ministerial working groups working on reporting to HR treaties active and functional, with regular meetings and work,
- To start the dialogue with SC on HR to initiate the social contract,
- To finalize the drafting of the legal supporting mechanisms for the establishment of the NIMRF,
- To reactivate and make use of the human rights course developed by Bondemi and make them available to a wider audience. Perhaps considering to share these modules with the National Center for Judicial Training in order to extend them to justice actors,
- To continue supporting the established partnerships in the field, such as CAJ, RENLUV, CSOs, ERDs, and others,
- To finalize and approve legal reforms done in the frame of the project (as the new status of the commission and the code of the child as well as the draft of the NMIRF),
- To include the operation of the CNDH in the state budgets, allocating sufficient technical and financial resources for its functioning, and to continue working towards achieving its full independence,
- To further appropriate the CMS to report and manage cases of violence against children.

To SCOs:

- The Civil Society in Guinea Bissau should sit together, talk, overcome past traumas, and coordinate its efforts,
- The RDDH could convene member and non-member CSOs and human rights defenders to explain its mandate, work plan, and existing partnerships,
- SC should consider structuring itself by work themes and responsibilities and take concrete actions,
- CS should train and prepare itself to avoid relying solely on external sources,
- The HRDN should keep using the Human Rights Reporting Initiative (HRRRI) tool and prepare the report for 2024 as well as the mentorship programme for human rights defenders and human rights activists in Guinea-Bissau developed by the University Network for Human Rights.

To other donors:

- To continue investing in human rights, and specifically in women's rights and vulnerable groups' rights;
- To consult with civil society the necessary efforts and areas of improvement,
- To consider the deployment of funds or the creation of a fund for civil society organizations working on human rights,
- To integrate civil society into monitoring and evaluation activities of all sectoral support to ensure that human rights are well included in all programming,
- To coordinate investments in gender equality with human rights efforts
- The PBF could consider to present the results of this evaluation to CSOs for accountability purposes towards civil society organizations, the support provided, and to define future support. To report on the project to SC for accountability purposes towards SCOs, support provided and define the future support),

The PBF could consider presenting the results of this evaluation to CSOs so that they can take ownership of them and implement the recommendations in a concerted manner, and thus also be accountable to civil society organizations for the support provided and take the opportunity to gather their considerations to define possible future support.

8. Annexes

8.1. Terms of Reference

TERMS OF REFERENCE FOR AN INTERNATIONAL CONSULTANT FOR FINAL EVALUATION OF ENHANCING THE HUMAN RIGHTS PROTECTION SYSTEM IN GUINEA-BISSAU

Project Name: Enhancing the Human Rights Protection System in Guinea-Bissau

Title of assignment: Evaluation by an International Consultant

Contract type: Individual contract (IC)

Duty station Bissau, Guinea-Bissau

Project Duration 15 December 2021 – 14 June 2025 (3.5 years)

Duration of Contract: 20 days (Between 1st September 2025 to 15 October 2025)

1 - Background

In Guinea-Bissau, even though fundamental political, civil, economic, social and cultural rights are guaranteed by the Constitution, the enjoyment of human rights remains a challenge for the population. In the past, human rights violations have been both the cause and the consequence of conflict. Today, human rights violations remain a potential factor in triggering conflict. The project aims to strengthen the individual and institutional capacity of both rights holders and duty subjects in the field of human rights as an essential basis for building a resilient, peaceful, inclusive and just society. It seeks to do so with full respect for national ownership, involving both state and non-state actors, thus also facilitating dialogue and trust. The project focuses on strengthening the promotion and protection of human rights systems to sustain peace through the establishment of an independent National Human Rights Institution, supporting the implementation of the national human rights action plan, engaging with treaty bodies and other human rights mechanisms, supporting civil society organizations and human rights defenders for monitoring and early warning. The project hopes to achieve this goal by strengthening the individual and institutional capacities of both rights holders and duty subjects to address human rights challenges identified as structural factors of conflict.

As a response to these challenges, The Peacebuilding Secretariat funded from December 2021 to June 2025 a project "Enhancing the Human Rights Protection System in Guinea-Bissau" jointly implemented by UNDP, and UNICEF OHCHR Guinea-Bissau. It aims to reinforce the national architecture for human rights promotion and protection through support to institutions, legal literacy, community engagement, and CSO strengthening. As the project is coming to an end, the Project team and PBF is launching the final evaluation of the project implemented in Bissau and regions.

This project contributes to the UN Peacebuilding Fund (PBF) Gender Promotion Initiative and aligns with SDGs 16 and 5, as well as national and UN strategic frameworks, including the UNSDCF 2022-2026. For detailed context and project documents, refer to hyperlink: <https://mpf.undp.org/project/00129698>.

2. Theory of Change:

If strengthening the individual and institutional capacities of non-governmental organizations and state institutions to promote and protect human rights in a fragile context such as Guinea-Bissau, then rights holders will be able to claim their rights and duty subjects will be able to fulfill their obligations more effectively. (see PBF Theory of Change Guidance Note), and, if shortcomings are found, the theory of change must be reformulated/improved by the evaluator(s).

Outputs Supported by the Theory of Change:

Under Output 1: Improved national capacities to establish and operationalise National Human Rights Institutions, in the line with Paris Principles

Under Output 2: Strengthened national capacities to develop and implement a National Human Rights Action Plan

Under Output 3: Increased capacity of duty bearers and right- holders to engage with UN human rights mechanisms, including treaties bodies for increased state accountability for human rights protection

3 - Evaluation purpose, scope and objectives

The final evaluation will assess projects' overall relevance, effectiveness, efficiency, coherence, sustainability, and peacebuilding impact. It will provide accountability to stakeholders and inform future programming on human rights and peacebuilding in Guinea-Bissau. Assess the projects' catalytic impact, including its role in unblocking political dialogue processes, and evaluate its time-sensitivity in addressing potential conflict factors while preventing conflicts by enhancing human rights protection system in the country.

Primary Intended Users: UN agencies, national counterparts, civil society actors, PBF donors, and the Evaluation Reference Group.

Specific Objectives:

- Assess both project's relevance and alignment with national priorities, conflict dynamics, and peacebuilding needs.
- Evaluate effectiveness in achieving outcomes related to human rights, institutional reform, and peacebuilding.
- Examine implementation efficiency, including coordination among UN partners.
- Determine sustainability of results and institutional capacities.
- Assess coherence with other peacebuilding and human rights efforts.
- Evaluate integration of gender, youth, and conflict sensitivity.
- Identify catalytic impacts and lessons learned for replication or scale-up.

Generate actionable recommendations for future programming and national ownership.

Scope of the Evaluation

The evaluator will examine project's implementation process and peacebuilding results, drawing upon the different projects' results framework as well as other monitoring data collected on the project outputs and outcomes as well as context. Evaluation questions are based on the OECD DAC evaluation criteria as well as PBF-specific evaluation criteria, which have been adapted to the context. Evaluator(s) should ensure that evaluation of the peacebuilding results is the main line of inquiry. Peacebuilding projects frequently employ approaches that work through thematic areas that overlap with development or humanitarian goals. An evaluation to include not only reflection on progress within the thematic area but the degree to which such progress may or may not have contributed to addressing a relevant conflict factor.

4 - Evaluation Criteria and Key Questions

The evaluation will be guided by OECD-DAC criteria and PBF-specific dimensions: DocuSign Envelope ID: 0B4C3EB7-B1EA-4E86-A5F7-27AF2B6B02B0

Relevance

- Was the project aligned with national human rights priorities, conflict drivers, and peacebuilding entry points?

- Did the theory of change remain valid and contextually grounded?

Effectiveness

- To what extent did the project achieve its intended results?

- What positive systemic changes can be attributed to project interventions?

Efficiency

- Were financial, human, and operational resources used strategically and economically?

- Were coordination mechanisms among implementing agencies effective?

Sustainability

- Are results and benefits likely to be sustained beyond project completion?

- Were national capacities and ownership built adequately?

Coherence & Localization

- Was the project complementary to other peacebuilding and human rights initiatives?

- How effectively did it engage national and local actors?

Conflict Sensitivity & Do No Harm

- Did the project consider conflict risks and mitigate potential harms?
- Was it adaptive to evolving political and social dynamics?

Catalytic Impact

- Did the project lead to follow-on initiatives, policy changes, or institutional shifts?
- To what extent has the project contributed to early signs of transformative and potentially lasting change in the lives of beneficiaries, particularly in relation to human right, enhanced and improved services, voices being heard, participation being increased in community or institutional decision-making?
- What signs suggest that the project has influenced local systems, institutions, or social norms in ways that could lead to more lasting gender equality and inclusive rural development?

Gender Equality and Inclusion

- To what extent were gender equality, youth empowerment, and disability inclusion mainstreamed?
- How effectively has the project integrated gender equality in its design, implementation, and monitoring?
- What positive changes have been observed in the lives of women and girls in terms of improved human rights, access to services and decision-making?
- Were there any unintended positive or negative effects related to gender dynamics?
- To what extent did the project contribute to shifting discriminatory norms and practices?

Human Rights and Social Inclusion

- To what extent has the project addressed the needs of the most marginalized women, including those facing intersecting vulnerabilities
- How has the project promoted inclusive participation and equitable access to resources and opportunities for rural women?
- Were there mechanisms in place to ensure that the voices of disadvantaged groups were heard and considered in the project implementation?

5. Methodology

The evaluation will apply a mixed-methods, participatory, and conflict-sensitive approach:

Data Collection will include gender-disaggregated surveys:

- Desk review of project documents, legal texts, training materials, and reports
- Semi-structured interviews with UN staff, government partners, CSOs, and HRDs
- Focus group discussions with women, youth, and vulnerable groups including persons with disabilities.
- Field visits to project locations (security permitting)
- Perception surveys and stakeholder mapping
- Theory of change and results framework.
- Quality assurance reports.
- Minutes of Project Steering Committee
- Knowledge products.

Frameworks:

- Human rights-based and gender-responsive evaluation frameworks
- Theory of Change validation
- UNEG Ethical Guidelines and Do No Harm/Leave No One Behind principles

Limitations and Risks:

- Access limitations in remote or insecure areas
 - Response bias in politically sensitive interviews
 - Gaps in baseline data
 - Mitigation: triangulation, anonymized data collection, remote interviews where needed
- Semi-structured interviews, focus group discussions will be conducted with beneficiaries and stakeholders, including key government counterparts, donor representatives, women beneficiaries, and implementing partners. The questions will be tailored for different stakeholder groups and aligned with the evaluation criteria of relevance, coherence, effectiveness, efficiency, and sustainability. For each of the target interviewees categories, the consultant will need to propose the approach/tool, e.g., survey, semi-structured interview, focus group discussion, etc. It is essential to bring attention to the following:
- Gender and human rights lens: All evaluation products must address gender, disability, and human rights issues. Therefore, the consultant must design data collection tools that enable the evaluation to assess the project from these perspectives.
 - Data Validation: Data and information collected from different sources. To ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.
 - Other methodologies, as appropriate, such as statistical analysis, social network analysis, online interviews, mobile questionnaires, online surveys, collaboration platforms are recommended to be used to gather data.
 - Field visits and on-site validation of key tangible outputs and interventions.
 - Data review and analysis of monitoring and other data sources and methods.

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A complete list of documents and a list of key stakeholders and other individuals who should be consulted will be shared by the UNDP evaluation manager, once the consultant is on board. All conclusions, judgments, and recommendations must be qualified by evidence and not be based on opinions. The final evaluation report should not assign specific comments to individuals.

Management and Coordination

Once on board, the consultant will propose the methodology in close consultation with UNDP (convening agency), OHCHR, and UNICEF. The final methodological approach, including research instruments, the data collection schedule, field visits, and data to be used in the evaluation, should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, key stakeholders and the consultant. Furthermore, the final report must describe the complete evaluation approach taken and the rationale for the chosen methodology.

An Evaluation Reference Group (ERG) composed of UN staff and national stakeholders will oversee quality assurance, provide feedback on draft reports and validate findings. The evaluation team will have regular coordination meetings with the Project Management Team and the ERG. The international consultant selected must recruit a national consultant to support him especially in the field data collection and validation. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Post-data collection debriefing: The consultant will conduct a debriefing with project key stakeholders on the preliminary findings after completion of data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant will prepare a full synthesis and draft the report.

The evaluation will be directly managed by the UNDP evaluation manager.

6. Evaluation products (deliverables)

The consultant is responsible to deliver the following deliverables:

- Evaluation inception report (10-15 pages). The inception report should be prepared following the desk review and based on preliminary discussions with UNDP, OHCHR, and UNICEF and key stakeholders involved. It should detail what is evaluated and why, showing how each evaluation question will be answered through proposed methods, sources of data, and data

collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report must include detailed data collection tools and questions to be asked of the different stakeholders. The inception report should include an evaluation matrix. The evaluation matrix is a tool that the consultant creates as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is a sample of the evaluation matrix template:

Table 1 Sample evaluation matrix 1:

The evaluation matrix will be completed by the consultant during the inception phase, based on the agreed evaluation questions, data sources, and methods. DocuSign Envelope ID: 0B4C3EB7-B1EA-4E86-A5F7-27AF2B6B02B0

• Evaluation debriefings. Immediately following the completion of fieldwork and data collection, **the consultant should provide a preliminary debriefing of the findings to UNDP.**

• Draft evaluation report. The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines. The report should consist of the following:

- Title and opening pages
- Project and evaluation information details
- Table of contents, including boxes, figures tables, and annexes with page references
- List of Acronyms and Abbreviations
- Executive Summary summarizing the key findings, conclusions and recommendations (four to five pages maximum)
- Introduction
- Description of the intervention
- Evaluation Scope and Objectives
- Evaluation Approach and Methods
- Data analysis,
- Findings and a table of progress against indicators
- Conclusions,
- Lessons Learned
- Recommendations
- Annexes: ToR for the evaluation, Evaluation Matrix template, Survey/questionnaire questions and analyses, List of individuals or groups interviewed or consulted and sites visited, List of supporting documents reviewed, and other relevant information, pledge of ethical conduct in evaluation signed by consultant.

• **Evaluation report audit trail:** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.

• **Final evaluation report:** The Final evaluation report should include executive summary, evaluation methodology, analysis and findings, good practices, lessons learnt and recommendations.

• **Presentations to stakeholders.**

The UNDP Independent Evaluator Induction Package outlines the procedures and quality expectations for consultant will be shared with the consultant once he/she is on board.

7. Evaluation required competencies

Lead Evaluator:

- Advanced degree in human rights, law, peacebuilding, development, or related fields
- Minimum 7 years of evaluation experience, including complex peacebuilding, human rights, security, or justice projects
- Demonstrated expertise in human rights systems, institutional capacity building, security and

access to justice

- Solid expertise in conflict-sensitive evaluations and participatory approaches with local stakeholders, including women and youth
- Experience in fragile/conflict-affected settings; West Africa experience an asset
- Familiarity with PBF and UN programming preferred
- Fluency in English; working knowledge of Portuguese or French is an asset

National Evaluator:

- At least 4 years' experience in evaluation or research
- In-depth understanding of Guinea-Bissau's human rights, security and justice context
- Fluency in Portuguese and local languages; working knowledge of English preferred

Evaluation:

Individual consultants will be evaluated based on the following methodologies:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

- Technical Criteria weight – 70 points.
 - Financial Criteria weight – 30 points.
- Only candidates obtaining a minimum of 70 points would be considered for the Financial Evaluation.
- Evaluation criteria:
- Education background - 10 points.
 - Experience as defined in the ToR - 15 points.
 - Competences as defined in the ToR - 10 points.
 - Understanding of the ToR - 15 points.
 - Methodology and overall approach - 30 points.
 - Overall quality of the proposal (comprehensiveness, structure, language, and clarity) - 20 points.

Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.

The Consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document) and should not have conflict of interest

with the project's related activities. DocuSign Envelope ID: 0B4C3EB7-B1EA-4E86-A5F7-27AF2B6B02B0

Deliverables and Timeline

Deliverable Deadline Payment (%)

- Inception Report (including evaluation matrix, tools, ethics protocol) 1 September 2025 20%
- Field Data Collection & Validation 15 September 2025 10%
- Draft Evaluation Report 25 August 2025 20%
- Final Evaluation Report (max 30 pages, including annexes) 30 September 2025 30%
- 1-page Results Summary and a Presentation on the key results and lessons learned 03 October 2025 10%
- Success Story for PBF Website (1,200–1,500 words) 14 October 2025 10%

All deliverables must be submitted in English, with executive summaries in Portuguese.

8. Application submission process and criteria for selection

Recommended Presentation of Offer

- Completed Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal CV or a P11 Personal History form, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page).
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Incomplete applications will be excluded from further consideration.

Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, Daily Subsistence Allowance (DSA) etc.). The lump sum is fixed regardless of changes in the cost components. DocuSign Envelope ID: 0B4C3EB7-B1EA-4E86-A5F7-27AF2B6B02B0

Annex 1. Template of Evaluation Report

Purpose/Description of the Evaluation Report:

The evaluation report is the key product of the evaluation process. Its purpose is to provide a transparent basis for accountability for results, for decision-making on policies and programmes, for learning, for drawing lessons and for improvement.

This note draws extensively from the **Standards for Evaluation for the UN system.**

Format:

The Evaluation Report should contain the following:

- Title Page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context of the programme
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives
- Annexes

ANNEX 2. EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with DocuSign Envelope ID: 0B4C3EB7-B1EA-4E86-A5F7-27AF2B6B02B0 other relevant oversight entities when there is any doubt about if and how issues should be

reported.

5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form2

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant:

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place on date*

Signature:

Drafted By: Review By: Approved by: (DRR-P, a.i)

Armel YAPI

26-Aug-2025

Talat Jehan

26-Aug-2025

Sirajo Seidi

26-Aug-2025

Certificate Of Completion

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talat.jehan@undp.org

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(None) Signature Adoption: Uploaded Signature Image

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Electronic Record and Signature Disclosure:

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Armel YAPI

armel.yapi@undp.org

Project Manager

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Signature Adoption: Pre-selected Style

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Electronic Record and Signature Disclosure:

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Sirajo Seidi

sirajo.seidi@undp.org

Programme Specialist PMSU

Security Level: Email, Account Authentication

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Editor Delivery Events Status Timestamp

Agent Delivery Events Status Timestamp

Intermediary Delivery Events Status Timestamp

Certified Delivery Events Status Timestamp

Carbon Copy Events Status Timestamp Witness Events Signature Timestamp

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Envelope Summary Events Status Timestamps

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8.2. Evaluation matrix

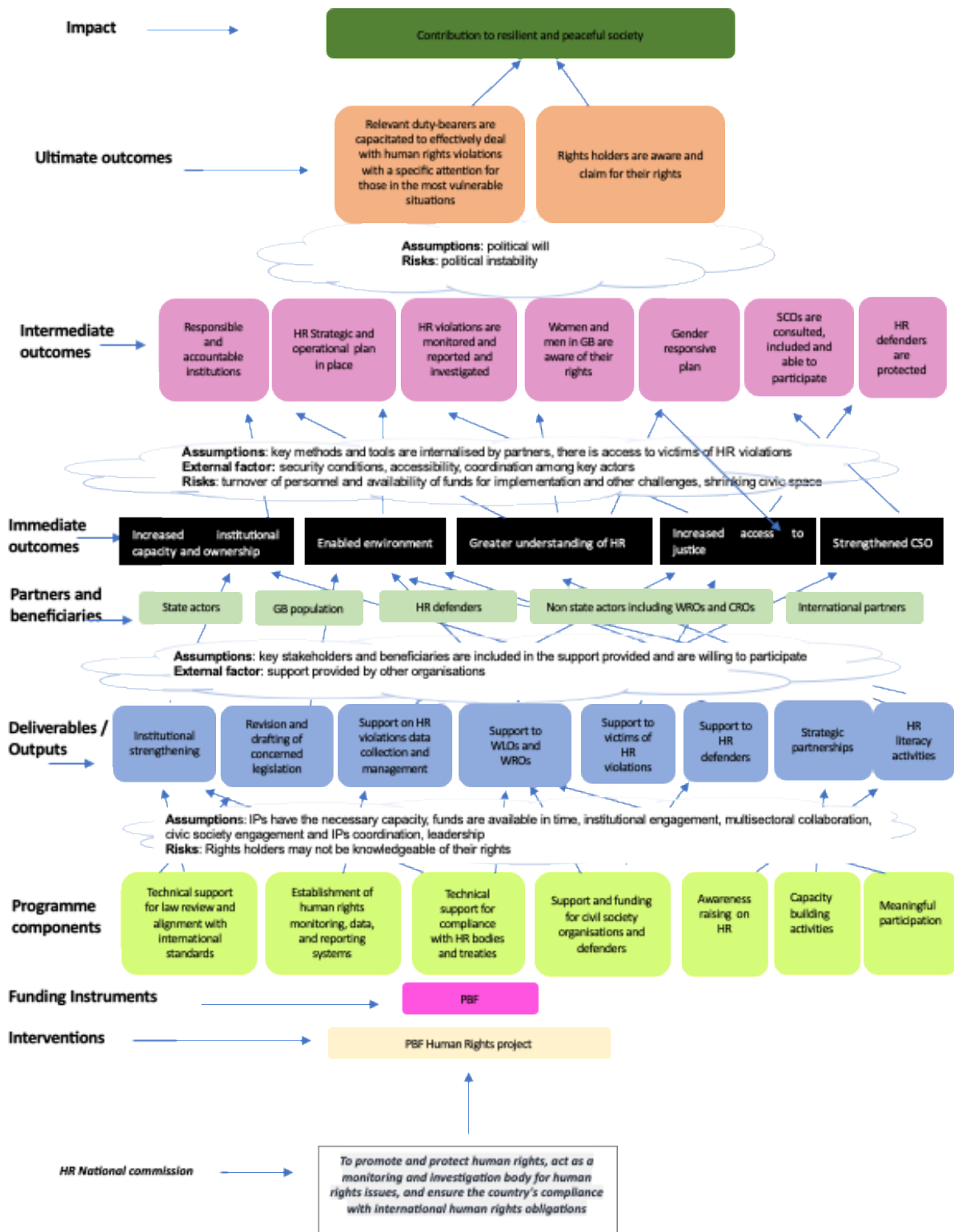
Evaluation Criterion	Evaluation Question	Sub-Question	Data collection method and source	Evaluation indicator	Evaluation benchmark
Relevance	EQ1: Was the project aligned with national human rights, justice and security priorities, conflict drivers, and peacebuilding entry points?	EQ1.1: Was the project aligned with national priorities and commitments?	Literature review: policies, strategies, national and international commitments. Notes from SC meetings. Notes from project meetings. Project reports. KIIs and FGDs.	<p>I1.1.1: Extent to which the new National Human Rights Institution is compliant with the Paris principles</p> <p>I1.1.2: Extent to which project's selected recommendations from the United Nations human rights mechanisms have been implemented, disaggregated by thematic topic covered</p> <p>I1.1.3: Extent to which duty bearers with UN human rights mechanisms are effectively engaged and are accountable regarding human rights protection processes</p>	<p>The HRNC aligned with PP and presents its own report to the UPR</p> <p>Developed effective, accountable and transparent institutions</p> <p>Human Rights are promoted, respected and fulfilled</p> <p>UPR recommendations being addressed</p>
		EQ1.2: Was the project aligned population needs for peace building and the respect of human rights?	Literature review. Notes from SC meetings. Notes from project meetings. Project reports. KIIs and FGDs.	<p>I1.2.1: Number of inclusive and participatory consultations with civil society organizations, including CSOs working on peacebuilding, on draft state reports, supporting them to critically engage with state institutions on human rights issues</p> <p>I1.2.2: Extent to which human rights project priorities have been identified together with CS</p> <p>I1.2.3: Number of cases by type of human rights violations registered by human rights priorities and addressed</p>	Human rights violations identified, reported and taken to addressed
	EQ2: Did the theory of change remain valid and contextually grounded?	EQ2.1: Was the ToC reviewed during project implementation to ensure the validity of the conditions and causal factors that contribute to achieving the long-term project objective?	Literature review. Notes from SC meetings. Notes from project meetings. Project reports. KIIs and FGDs.	I2.1.1: Number and nature of the decisions that project teams (including the SC) made in relation to the validity or revision of the ToC	The ToC exist and led programme implementation and monitoring.
Effectiveness	EQ3: To what extent did the project achieve its intended results?	EQ3.1: To what extent did the project support Guinea-Bissau in having a more effective national system for the promotion and	Literature review. Notes from project meetings. Project reports. KIIs and FGDs.	<p>I3.1.1: Number of UPR recommendations implemented /addressed by the state y theme and type</p> <p>I3.1.2: Extent to what the selected recommendations by</p>	Several UPR recommendations have been implemented by the State or are being addressed. Development of an

		protection of human rights?		theme and type have been implemented?	action plan on human rights. Development of an action plan on human trafficking, the improvement of the legislation on child protection, and the establishment of an NMIRF
		EQ3.2: To what extent the project influenced CSOs meaningful participation in project support to the HR national system?	Literature review: reports from SCOs. Notes from established teams working on reporting. HR reports. Notes from project meetings. Project reports. KIs and FGDs.	I3.2.1: Number and nature of SCOs engaged in project support to the HR national system by project output? I3.2.2: Extent to which project support and teams engaged meaningfully with CSOs, including women's rights organisations and children rights organisations? And those representing vulnerable groups?	Consultations with CSOs take place
		EQ3.3: To what extent the Human Rights Defenders Network?	Literature review: reports from SCOs. Notes from established teams working on reporting. HR reports. Notes from project meetings. Project reports. KIs and FGDs.	I3.2.1: Extent to which human rights defenders are able to monitor, report and advocate for human rights' issues?	The HRDN is active and functional
Efficiency	EQ4: Were financial, human, and operational resources used strategically and economically?	EQ4.1: Were resources deployed in a timely and efficient manner?	Literature review: reports from SCOs. Notes from project meetings. Project reports. KIs and FGDs.	I4.1.1: extent to which activities were carried out as planned?	The Action Plan is implemented in accordance to the HR National Action plan (reporting to treaty bodies, establishing an NMIRF, consulting CSOs on State reports, strengthening the CAJ, etc.)
		EQ4.2: Were resources employed efficiently compared to other feasible alternatives?	Literature review: Notes from project meetings. Project reports including financing reports. Other reports. KIs and FGDs.	I4.1.2: Evidence of comparative advantages or limitations of the chosen delivery model	The Action Plan is implemented in accordance to the HR National Action plan (reporting to treaty bodies, establishing an NMIRF, consulting CSOs on State reports, strengthening the CAJ, etc.)
		EQ 4.3: The monitoring, evaluation and reporting mechanisms	Literature review. Notes from project meetings. Project reports including MEL reports. Other	I5.2.1 - Extent to which M&E and reporting systems were used to inform decision making: strategic and , operational and management decisions	A MEL system is in place

		supported adaptive learning?	reports. KIIs and FGDs.		
	EQ5: Were coordination mechanisms among implementing agencies effective?	EQ5.1: Partnerships between government and IPs supported efficient implementation?	Literature review. Notes from project coordination meetings. Project reports including MEL reports. Other reports. KIIs and FGDs.	15.1.1: Evidence of effective collaboration or challenges between IPs and government entities 15.1.1: Evidence of effective collaboration or challenges between state and non-state actors	The Action Plan is implemented in accordance to the HR National Action plan (reporting to treaty bodies, establishing an NMIRF, consulting CSOs on State reports, strengthening the CAJ, etc.)
		EQ5.2: To what extent coordination meetings were held and coordinated measures adopted?	Literature review. Notes from project coordination meetings. Project reports including MEL reports. Other reports. KIIs and FGDs.	15.1.2: Stakeholder perceptions of government involvement in implementation.	The Action Plan is implemented in accordance to the HR National Action plan (reporting to treaty bodies, establishing an NMIRF, consulting CSOs on State reports, strengthening the CAJ, etc.)
Sustainability	EQ6: Are results and benefits likely to be sustained beyond project completion?	EQ6.1: Government demonstrates ownership and accountability for enforcement of human rights including women's rights	Literature review. DoA. Notes from project meetings. Project reports including MEL reports. Other reports. KIIs and FGDs. Media coverage. Notes from the SC.	16.1.1: An exit strategy is available 16.1.2: Perceptions of state and non-state actors on government leadership in enforcing human's rights 16.1.3: Availability of resources (budget, staff) allocated to enforcement mechanisms	Human Rights and Justice institutions engaged and accountable A case HR management system is in place There is a social pact based on dialogue, respect for peace and development
	EQ7: Were national capacities and ownership built adequately?	EQ7.1: Government staff at national and state level strengthened their technical and managerial skills to promote and respect human rights?	Literature review. DoA. Notes from project meetings. Project reports including MEL reports. Other reports. KIIs and FGDs. Media coverage. Notes from the SC. Materials from trainings.	17.1.1: Evidence of functioning government structures, procedures, or units tasked with enforcement. 17.1.2: Evidence of skills/knowledge gained by government staff through training or technical assistance. 17.1.3: Application of these skills in service delivery in relation to HR (examples of tasks or functions performed)	Human Rights and Justice institutions mandated and resourced, personnel y capacitated and can continue with the work supported by the programme
Coherence & Localization	EQ8: Was the project complementary to other peacebuilding and human rights initiatives?	EQ8.1: The interventions maximized cooperation between NU, the GoGB, PBF and other initiatives	Literature review. DoA. Notes from project meetings. Notes from the SC. Project reports including MEL reports. Other reports. KIIs and	18.1.1: Number of coordination meetings among stakeholders including donors 18.1.2: Number and nature of action taken to improve cooperation and coordination	

			FGDs. Media coverage		
	EQ9: How effectively did it engage national and local actors?	EQ9.1: Did the project engaged with WROs, WLOs and organisations from Civil Society that represents discriminated population groups	Literature review. DoA. Notes from project meetings. Notes from the SC. Project reports including MEL reports. Other reports. KIs and FGDs. Media coverage. Direct observation	I3.2.1: number and nature of SCOs engaged different project activities	Meaningful participation of SCOs
Conflict Sensitivity and Do no harm	EQ10: Did the project consider conflict risks and mitigate potential harms?	EQ10.1: Did the project integrate a risk management strategy?	Literature review. DoA. Notes from project meetings. Notes from the SC. Project reports including MEL reports. Other reports. KIs and FGDs. Media coverage	I10.1.1: Evidence of a conflict analysis and a risk management strategy being implemented I10.1.2: Evidence on identified risks and mitigation measures	Do no harm, Leave no one behind, meaningful participation, balance of power, engagement with relevant local WROS and WLOs are applied
Catalytic impact	EQ11: Did the project lead to follow-on initiatives, policy changes, or institutional shifts?	IEQ12.1: Institutional arrangements are sustained for implementing and enforcing human rights legislation?	Literature review. DoA. Notes from project meetings. Notes from the SC. Project reports including MEL reports. Other reports. KIs and FGDs. Media coverage	I12.1.1: Evidence of enforcement actions or policies initiated post-intervention. I12.1.1: Evidence of institutional changes that allow enforcement of HR legislation	NAP National strategy New law of the HRNC
	EQ12: Was it adaptive to evolving political and social dynamics?	EQ21.1: Were there any adjustments to the political and social dynamics context in which the intervention was implemented?	Literature review. DoA. Notes from project meetings. Notes from the SC. Project reports including MEL reports. Other reports. KIs and FGDs. Media coverage	I12.1.1: The extend to what political and social dynamics were monitored I12.1.2: Number an nature of decisions made by project teams based on the analysis of the political context and social dynamics	Conflict analysis is an ongoing process
Gender Equality and Inclusion	EQ13: To what extent were gender equality, youth empowerment, and disability inclusion mainstreamed?	EQ13.1: To what extent the project applied a transversal approach to discriminating factors?	Literature review: Reports from SCOs. Notes from consultative processes related meetings. Notes from project meetings. Project reports. KIs and FGDs.	I13.1.1: A gender analysis has guided the integration of gender issues in the project I13.1.2: A transformative approach has been integrated in the project I13.1.3: Consultative processes that are representative of state and non-state actors and all population groups specially the most vulnerable	The project was gender responsive

8.3. Reconstructed Theory of Change



8.4. List of reviewed documents

- Terms of Reference for an International Consultant for Final Evaluation of Enhancing the Human Rights Protection System in Guinea-Bissau
- “Convenção Cidadã” Citizen Convention. Leave No One Behind: Commitment to Inclusive Society
- Estratégia para a Igualdade de Género no Sistema Judicial na Guiné-Bissau 2025-2029
- Relatório da Auditoria de Género ao Sistema Judicial na Guiné-Bissau
- Baseline Study Final Report: For the PBF project “Enhancing the human rights protection system in Guinea-Bissau”
- Quadro de Estatístico de Atendimento de Utentes. Período de 03/01/2024.
- Enhancing the human rights protection system in Guinea-Bissau. Project Number from MPTF-O Gateway (if existing project): 00129698 - PBF/GNB/A-4
- Seventh, Eighth and Ninth Reports of the State of Guinea-Bissau on the Implementation of the Convention on the Elimination of All Forms of Discrimination against Women
- Training on Community Radio and Ethical Journalism
- United Nations Sustainable Development Cooperation Framework 2022-2026. Results Framework
- Report of the Citizens' Convention on Human Rights in Guinea-Bissau
- This indicator measures the completion and agreement of a strategy for protection of HRD. It can include both individual HRD and CSOs. Reporting data should be disaggregated by type, thematic and geographic focus of HRD/CSO.
- PBF Guidance Note1 2: Strengthening PBF project monitoring and implementation through direct feedback from communities: perception
- PERCEPTION STUDY: To gauge and understand public satisfaction within the Rule of Law and security institutions to understand the root causes of the mistrust of the population in Guinea-Bissau
- Strengthening Public Trust and Community Integration. Through Model Policing in Guinea-Bissau
- PERCEPTION STUDY: Djumbais - Intercommunity Dialogue on Human Rights, and Gender-Based Violence. Buba and Gabu Regions Guinea-Bissau
- Estratégia Nacional para os Direitos Humanos e Cidadania-Guiné-Bissau 2022-2026
- Secretary-General’s Peacebuilding Fund Project Document
- Template: Enhancing the human rights protection system in Guinea-Bissau Project Number from MPTF-O Gateway (if existing project).
- Outcome 1: By 2026, people in Guinea-Bissau enjoy improved democratic governance, peace, and rule of law, and their needs are met. Unit: Governance (RoL A2J, HR)
- Relatório de atividades – Parceiro Governamental: Retorno de 21 crianças talibés retornadas do Senegal via fronteira de Cambadju.
- Renovar as Estruturas Parlamentares Regionais Infantis na Guiné-Bissau
- Coordenar as parcerias estratégicas com a TV nacional e jornal nacional, centrando-se na sensibilização sobre os direitos da criança
- Desenvolvimento do Sistema de Gestão de Casos de Proteção de Criança na Guiné-Bissau: Fase 3 – Relatório final
- Projeto Clínica Móvel para apoio à vítima da violência doméstica: Apresentação dos resultados finais da 1ª e 2ª fases das ações realizadas. Colaboração: CAJ & OAGB. Parceiro financiador: PNUD
- PBF Project Document: Strengthening the human rights protection system in Guinea-Bissau (Project No. 00129698 – PBF/GNB/A-4). Guinea-Bissau
- UNICEF’s contributions/results achieved with the PBF–Human Rights Project 2022: Child protection system strengthening
- PBF project progress report. Guinea-Bissau
- Guia de discussão de grupo focal – Representantes das OSCs e das instituições e autoridades nacionais de SAB, Bissau
- Relatório das sessões de formação em Direitos Humanos, Mediação e Sensibilização aos Espaços Regionais de Diálogo (ERD) da Voz di Paz. (2025, 5 de maio)
- UNICEF’s Contributions/Results achieved with the PBF– Human Rights Project
- Procedimentos Operacionais Padrão Da gestão de casos de proteção de crianças
- IV, V and VI National Periodic Report on the Implementation of the Convention on the Rights of the Child (CRC)

- A Política Nacional de Proteção Integral da Criança (PNPIC/GB)
- WESTERN AND CENTRAL AFRICA. Guiné-Bissau: IBRD/IDA – Investment Project Financing (IPF). FY 2023. Seq. n. 5. [S.l.: s.n.], 24 jun. 2025. (ISR04605).
- Guiné-Bissau. The Secretary-General's Peacebuilding Fund, September 2024
- POLÍTICA NACIONAL DE IGUALDADE E EQUIDADE DE GÉNERO –II (Revisão da PNIEG II), Fevereiro de 2017
- PBF June 2025 Project Progress Report
- Estudo de Avaliação da Situação dos Defensores de Direitos Humanos na Guiné-Bissau e Proposta da Estratégia de Proteção Versão Final 11_07_2023
- Report of the Working Group on the Universal Periodic Review. Guiné-Bissau
- National report submitted pursuant to Human Rights Council resolutions 5/1 and 16/21* Guiné-Bissau
- Informe del Grupo de Trabajo sobre el Examen Periódico Universal* Guiné-Bissau
- Estratégia Nacional para os Direitos Humanos e Cidadania - Guiné-Bissau 2022-2026
- FUNDO PARA A CONSOLIDAÇÃO DA PAZ. Portefólio 2024. Bissau: Fundo para a Consolidação da Paz, 2025.
- In Guiné-Bissau, joint UN initiative helps build a culture where women can demand their rights
- The Secretary-General's Peacebuilding Fund (PBF) Project Evaluation Checklist Last Updated: September 2023
- Um Ambiente Propício e Seguro para a Defesa dos Direitos Humanos na Guiné-Bissau, junho 2023
- Relatório de Planeamento Estratégico da Rede de Defensores dos Direitos Humanos da Guiné-Bissau, dezembro de 2024
- Relatório Global dos Djumbais dos CAJ - IIª fase, Junho, 2023_pt-pt
- Relatórios descritivos e financeiros da primeira fase das atividades do "Djumbais", organizado pelo mesmo serviço, com financiamento do PNUD, com recursos do PEACE BUILDING FUND, 2ª fase CAJ Canchungo, outubro, 2022
- Plano de Ação RDDH 2030 - Versão 27-01-2025 HRD_pt-PT
- Plano de Ação RDDH 2030 - Versão 27-01-2025 HRD
- Fundo de Consolidação da Paz do Secretário-Geral (PBF) Lista de verificação de avaliação do projeto, maio de 2025
- The Secretary-General's Peacebuilding Fund (PBF) Project Evaluation Checklist May 2025
- Guiné - Bissau. Decreto nº.0 03/2025 Criação do Conselho dos Oficiais de Justiça.
- Guiné - Bissau. Decreto nº.0 04/2025 - Criação do Serviço de Inspeção do Conselho dos Oficiais de Justiça –
- Guiné - Bissau. Decreto-Lei nº.0 05/2025 - Aprovados os Estatutos da Comissão Nacional de Direitos Humanos e Cidadania.
- Estratégia Nacional para os Direitos Humanos e a Cidadania - Guiné-Bissau 2022-202
- CAJ. Quadro Estatístico de Atendimentos de Utentes - Período de 01/01/2022 à 29/12/2022
- CAJ. Quadro Estatístico de Atendimentos de Utentes - Período de 03/01/2024 à 27/12/2024
- CAJ. Quadro Estatístico de Atendimentos de Utentes - Período de 03/01/2025 à 30/05/2025 Resgatados: Unidos para salvar crianças traficadas e abusadas. A autoridades e instituições na Guiné-Bissau respondem e recolhem dados sobre a violência contra crianças, com o apoio das agências das Nações Unidas através do Fundo de Consolidação da Paz.
- Melhorar o sistema de proteção dos direitos humanos na Guiné-Bissau. UNDP, UNICEF and OHCHR.
- International Covenant on Civil and Political Rights Report. Guiné-Bissau
- Pacto Internacional sobre os Direitos Cívicos e Políticos Relatório. Guiné-Bissau
- Report of the Republic of Guinea-Bissau on the Implementation of the Convention on the Rights of Persons with Disabilities
- Relatório da República da Guiné-Bissau sobre a aplicação da Convenção sobre os Direitos das Pessoas com Deficiência
- Sétimo, Oitavo e Nono Relatórios do Estado da Guiné-Bissau sobre a implementação da Convenção para a Eliminação de todas as Formas de Discriminação contra as Mulheres
- Relatório do Estado sobre a Aplicação da Convenção contra a Tortura e os Tratamentos Cruéis, Degradantes ou Desumanos

- Relatório do Estado da Guiné-Bissau para o Comité sobre a Eliminação de todas as Formas de Discriminação Racial
- Finalização do Relatório do Estado da Guiné-Bissau para a Revisão Periódica Universal - 14 e 15 de janeiro de 2025
- Minuta da Reunião do Comité de Pilotagem do Projeto dos Direitos Humanos
- Ata da Reunião do Comitê Gestor do Projeto Direitos Humanos
- Relatório da reunião do Comité Diretor (16ª Reunião do Grupo Temático Justiça e Direitos Humanos)
- Relatório da Reunião de Comité de Pilotagem (16º Encontro do Grupo Temático da Justiça e Direitos Humanos)
- Type of report: semi-annual, annual or final: semi-annual year of report: 2025
- Financial report of gnb pbf_project budget_human rights october 26 2022 vdf1expenses annual.xlsx
- GNB pbf_project budget_human rights at 07 novembre 2024 vdf le 11 11 2024 fv.xlsx
- GNB pbf_project budget_human rights at 13 november 2023 vdf le 13 11 2023.xlsx
- PBF_annual project_progress_report_rev_october_2024_hr.docx
- PBF_project_progress_report_oct2022_last version.docx
- PBF-HR annual report final version -15 nov 2023.docx
- NCE human rights project - guinea-bissau - signed final bw_pt-pt.pdf
- Copy of budget revision 2024 human rights project_pt-pt.xlsx
- rRforço do sistema de proteção dos direitos humanos na guiné-bissau. número do projeto do portal mptf-o (caso exista).
- Reforço do sistema de proteção dos direitos humanos na guiné-bissau número do projeto do gateway mptf-o (se houver projeto): 00129698 - pbf/gnb/a-4
- Enhancing the human rights protection system in guinea-bissau project number from mptf-o gateway (if existing project): 00129698 - pbf/gnb/a-4
- 00129698 guinea bissau nce budget human rights project dec 2024 17062025 fv_pt-pt.xlsx
- 00129698 guinea bissau nce budget human rights project dec 2024 17062025 fv.xlsx
- PBF_project budget_human rights_11 nov.xlsx
- PBF project progress report. updated october 2022
- PRODOC_results framework revised_16jan2023_pt-pt.doc
- Plan for setting-up a human rights community-based monitoring system in guinea bissau me plan pbf hr_jan2023.xlsx.
- Baseline study final report for the pbf project “enhancing the human rights protection system in guinea-bissau”
- Baseline study key findings and recommendations. dec.2022

8.5. List of participants in FGDs: Bissau, Gabú and Oio

Date	Name and Surname	Position/Organisation	Email	Telephone
21/10/2025	Bissau			
	Aimuna Sane Armél Yapi Sergio Ca	HR PBF Project team	aimuna.sanenancassa@un.org armel.yapi@undp.org sca@unicef.org	+245 +245955391961 +245956135921
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22/10/2025	Bissau			
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	Talat Jehan	UNDP	talat.jehan@undp.org	
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23/10/2025	Bissau			
	Lazaro Barbosa	PNOPDDI (plataforma nacional das organizações de pessoas com deficiência y par desenvolvimento inclusivo)	lbarbosa65@yahoo.com.br	+245956408208
	Malan Vaz	Ministry of interior and public order		+245955955801
	Victorino Indequé (Coordinador da Rede)	Network of Human Rights Defenders (HRDs)	vkindeque2003@yahoo.com	+245955701482
	Manuela Marcelino (Directora de servicios asuntos da mulher e de género)	Instituto da Mulher e Criança	marcelinomauela40@gmail.com	+245955350904
	Saliu Sedi (Técnico de Proteção da Criança)	Instituto da Mulher e Criança		
	Emilia Fatumata Bintaly (Assistente Social e Técnica de proteção da criança)	Instituto da Mulher e Criança		
	Abulai Sonko (Responsable Administrativo)	Instituto da Mulher e Criança	Abulai.sonco@yahoo.com.br	

	Manique Silva	RENALJEV	maniquecorreiadasilva@gmail.com	+245955815821
	Dr. Joel Fernandes	National Human Rights Commission		+245 955 389 683
	Julio Camara (1º vice presidente de FADPD/GB, presidente em exercicio),	Federation of persons with disabilities		+245955191111
	Marsault Ella (assistente técnico senior da federação / coord do projeto PBF DH)	Federation of persons with disabilities	jmarsaultella@gmail.com fadpd2009@hotmail.com	+245955817784
	Malam Camara (tesoureiro), Inácia Rodriguez (2º vocal da federação)			
24/10/2025	Bissau			
	FGDs OSCs (8h30)	List of presence follows in the same annex		
	Silvina Tavares (10h)	PPM	silvinatavares@yahoo.com.br	+245955854237
	Maguida Correia	REMUME rede das mulheres mediadoras		+245955927527 +245966668853
	Laudolino Medina	AMIC	laudolino@hotmail.com	
	Djuld Djalo	CODEDIC (prox AD Quelele)	djalo.djulde@yahoo.com.br	+245955268523
	Suleimane Embalo	AGLUCOMI - TSH	embalosuleimane44@gmail.com	+245955970748
	Domingos Etiene Gomez (subinspector)	Polícia Judiciária	etiene@pjuinebissau.com	
27/10/2025	Online			
	Sofie Gry Fridal Hansen (Adviser on HR within the Sustainable Development and HR Dpt.)	The Danish Institute for Human Rights	<soha@humanrights.dk>	
28/10/2025				
	Camilla Silva (HR officer)	OHCHR	camillabraz@gmail.com	
29/10/2025				
	Denise Cabral	WANEP	ddossantos@wanep.org	+245956019506
	Bruna Lobo	Bondemi	brunalobo@bondemi.com	+351926713731
30/10/2025				
	Carlos Correia	Ministério da Mulher, Família e Solidariedade Social	calovcarlos81@gmail.com	
04/10/2025				
	Gabriel Ribeiro	Gabriel Ribeiro Facilitador de Processos em Grupo Consultor em Desenvolvimento Local	gabrielconsultoria82@gmail.com	

12/11/2025				
	Mariana Carvalho de Paula de Lima	Defensoria Publica de Minas gerais. Brasil	mariana.lima@defensoria.mg.de f.br	(+5531) 994172244
29/10/2025	Gabu			
	FGD SCOs			
	Samba Só	Voz di Paz		966756585 / 955810466
	Odete Aua Si	PPM/REMUME		955548854
	Fatuma Binta Queta	Rede de Defensores de Direitos Humanos		955924030
	Mamadi Camara	Liga Guineense de Direitos Humanos		955451511
	Casambu Tchamo	RENLUV		955766944
	Mariatu Bula Embalo	Associação de Pessoas com Deficiencia da região de Gabu - APDGB		956 275 037
	FGD Institutions			
	Bacari Índjai	Esquadra Modelo		955767014
	Cabi Gomes	POP		955908812
	Sori Sibibe	Poder Tradicional		955448008
	Neto Gomes	CAJ/Gabu		955286208
	Cabi Gomes	Polícia da Ordem Pública		955908812
	Aissatu Balde	Beneficiaria		957481436
30 - 31/10/2025	Oio			
	FGD SCOs			
	Bacar Camara	Voz di Paz		955380643
	Arminda Lobo	PPM/REMUME		955954231
	Hermenegilda Lopes	RENLUV		95 517 6380
	Dauda Sano	Associação Juvenil para a Proteção dos Direitos Humanos - AJPDH		+245 966 591 081
	Mansal Djau	Associação de Amigos e Criança – AMIC		955862544
	Dominguinho Gomes	Liga Guineenses de Direitos Huamnos		955862544
	Lasssana Sanha	Associação Italiana Amigos de Raoul Follereau - AIFO		966142115
	FGD Institutions			
	Artemisa	Caj		955342112
	Mutaro Balde	Comité de Tabanka (Aldeia)		955249019
	Paulo Imbadji	União de Ancioes		955988640
	Inacio Tamba	Igreja Evangelica de Acolhimento a vitimas de Casamento forçado		955443807
	Zandonaido	Registro civil		955394297

	Sene Queita	Policia de Ordem Pública		955529486
	Cadi Sanha	Beneficiária		955940016
	Abulai Bamba	Comite Nacional de Abandono de Praticas Nefastas		955306178

LISTA DE PRESENÇA / AJUDA DE CUSTO

Nº	Nome Completo	Instituição	Contacto	Montante
01	Luís Carlos Faria	AIFD-SB	955879824/966142115	2.500 xof
02	Abelardo Moura de Aguiar	Amie	955862544/96699731	2.500 xof
03	Bacau Camarã	VOZ DE PAZ	955380643	2.500 \$
04	Davida Samir	ARPDH	955123005	2.500 xof
05	Arminda da Silva C. Salo	PPM	955954231/966180286	2.500 xof
06	Bernardino Fomes	LEDH	955307786	2.500 xof
07	Dezembresgilda de Fomes	RENL	955176386	2.500 xof
08				
09				
10				
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17				

Wear Complete	Instituição	Contato	montante Médica
Soni Sicaise	Feder Tradicional	955448008	2500xof
Jatunata Balli Camara	Beneficiada	95754-63-5	2500xL Jatunata Balli Camara
Mte Pous	CGJ/gali	955286008	2500xof
Braun Indpa	POF/M17	955767014	2500xof
Melhor Games	POP/H1	955908812	2500

LISTA DE PRESENÇA / AJUDA DE CUSTO

Nº	Nome completo	Instituição	Contacto	Montante
01	Carly Santos	Univ. de Ovaria	955940046	
02	Zandonaides Cabral	Faculdade de Ciências	955325297	2500
03	Abelha Branca	UNIVERSIDADE DE OVARIA	955306178	2500€
04	Sara Beata	P.O.P.	95529486	2500€
05	Imaio Tambrá	Escola E. de Ovaria	955443807	2500€
06	Raquel Justicini	Faculdade	966936705	2500€
07	ARLENISA F.G. Cabral	CAF - Ovaria	955342412	2500€
08	Mutano Balde	Escola	955249019	2500
09				
10				
11				
12				
13				
14				

Name Complete	Institusi	Contact	Montante no. Soko
Faturata Binta Queta	R.D.D.H	955924030	2.500
Hobiatu Bula Fawalo	A.D.R.G	956275037	2.500
Mamadi Gamata	L.D.D.H.	955451511	2.500
Obote Auasy	P.P.M/G.B	955548854	2500
Samba Sidi	Gabi: VOR DE PAR	955010466	2.500
Cam Sambu Tchawa	Gabi: ^{TENLUR} G.E/B. ^{RAHURU}	95566944	2500

8.6. Success story for PBF Website

1. Depoimento da assistida Binta (nome fictício), de Gabu, ao Centro de Acesso à Justiça (CAJ)

Me chamo Binta, tenho 19 anos e moro em Dabalde, na região de Gabu. Antes de conhecer o Centro de Acesso à Justiça (CAJ), eu já havia procurado, sem sucesso, a Identificação Civil para fazer o meu registro. Disseram-me que eu deveria apresentar a certidão de óbito do meu pai, mas desisti, pois não sabia como conseguir esse documento.

Cheguei a quase desistir dos estudos, até que conversei com o meu professor. Ele me orientou a procurar o CAJ, até então, eu nunca tinha ouvido falar nem sabia do trabalho que realizavam. Segui o conselho e fui até lá.

Quando cheguei, fui muito bem recebida pelo Neto [*coordenador do CAJ de Gabu*], que me entrevistou. Ele perguntou se eu morava com meus pais. Respondi que sim, mas expliquei que meu pai havia falecido em 2024. Em seguida, ele quis saber por que eu não tinha documentos até aquele momento. Contei que, antes de falecer, meu pai nunca me registrou.

Alias, o meu pai não registrou apenas a mim, mas também meus dois irmãos. Antes de completar 18 anos, pedi várias vezes que ele me registrasse, mas ele nunca o fez. Mesmo assim, consegui estudar até a oitava classe sem registro.

“Como você conseguiu estudar até o oitavo ano sem registro?”

No momento da matrícula, sempre apresentava o meu cartão de vacinas. Lembro que, no ano passado, quando fui me matricular no sétimo ano, a direção da escola quase me negou a matrícula, dizendo que já não era possível usar o cartão e que eu precisava de Bilhete de Identidade. Expliquei o motivo de não ter o documento, mas, mesmo assim, não aceitaram. Foi então que procurei meu professor e expliquei, e ele me orientação de buscar ajuda no CAJ.

Na verdade, minha mãe havia feito um registro meu, mas nunca o usei porque o nome do meu pai não constava nele. Por isso, preferia usar o cartão de vacinas, que tinha os nomes tanto do meu pai quanto da minha mãe. Para ser sincero, mesmo sentindo vergonha, já que pessoas mais novas do que eu tinham documentos, e eu não, mas preferia usar o cartão ao invés do resgistro sem nome do meu pai.

Depois que cheguei ao CAJ, minha situação mudou completamente. Eles cuidaram de tudo: conseguiram a Certidão de Óbito do meu pai, o meu Registro de Nascimento e o Bilhete de Identidade. Eu não tinha condições financeiras para pagar por esses documentos, e minha mãe também não podia me ajudar.

Nunca vou me esquecer dessa ajuda, porque mudou minha vida. Desde que consegui os documentos, me sinto aliviada, era uma preocupação constante que eu carregava no momento da matricula. Agora, pedi ao Neto, do CAJ, que também ajude meus irmãos. Ele me disse para esperar, mas tenho certeza de que vai ajudá-los. Com o CAJ, sinto que tudo vai se resolver e que tudo vai dar certo. Eles realmente ajudam as pessoas que precisam. Serei sempre grata por isso.

Agora não tenho mais aquela preocupação na hora da matrícula por falta de documentos. Só posso dizer: muito obrigada!

2. Depoimento da testemunha Cadi Bunka, no dia 30 de outubro, no centro de Caj, Mansoa.

Chamo-me Cadi Sanha Bunka e sou morador de Luanda, no setor de Mansoa. Conheci o Centro de Acesso à Justiça (CAJ) devido a uma preocupação que eu tinha. Como se costuma dizer, “quando se tem um problema, é

preciso procurar alguém que possa ajudar”. Certo dia, comentei o meu problema para um amigo do meu filho, e foi ele quem me indicou o CAJ.

Quando cheguei ao CAJ, estava muito desconfiado, porque, para mim, a justiça não funciona neste país. Mas o CAJ me surpreendeu positivamente. Graças à ajuda que recebi, consegui obter a guarda do meu filho. Passei vários anos tentando, sem sucesso, porque o pai do meu filho não permitia. Fui à polícia várias vezes e nada aconteceu. Diziam que eu não tinha condições para cuidar do meu filho, mas, com o apoio do CAJ, consegui provar que tenho o necessário para garantir que ele não passe fome. Tudo era mentira, só queriam me proibir de estar com meu filho. Não tenho certeza, mas desconfio que o meu marido deu dinheiro para aqueles policiais. Sempre é mesma coisa, esperar, esperar e esperar.

Mas graças o CAJ, agora fico com a criança uma semana, e o pai, na outra. No fundo, ainda não estou totalmente satisfeito, porque quero cuidar do meu filho em tempo integral. Sei que a mulher do pai dele [da criança] não vai cuidar dele como eu cuidaria. Mesmo assim, só tenho a agradecer ao CAJ pela ajuda que me deram. Eles realmente apoiam pessoas que não conseguem ter justiça pela via policial.

Isso mudou a minha vida de forma significativa. Quem não quer estar junto do próprio filho? Agora, quando estou com ele, consigo dormir tranquilamente, porque sei que ele está seguro comigo. Espero poder ficar com ele para sempre, e tenho fé de que Deus vai ajudar.

8.7. Project expected results and project final results

Outcome 1: The national system for promoting and protecting human rights in Guinea-Bissau more effectively protects human rights and addresses human rights challenges.

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.1 Extent to which the new National Human Rights Institution is compliant with the Paris principles	0	1	0	The Statute (more aligned with PP) of the CNDH was fully adopted as a decree-law in 2025. The NHRC prepared in 2025 its first report for the Universal Periodic Review (UPR)
Indicator 1.2 # of project's selected recommendations from the United Nations human rights mechanisms implemented, disaggregated by thematic topic covered	0	5	7	A HR NAP is finalised, also reporting to HR treaty bodies were drafted and submitted. UPR
Indicator 1.3 # of cases of violence against children registered by child protection priorities during the year	459	1912	2209	The CMS needs to be fully operational and the IMC needs to appropriate the system

Output 1.1: Improved national capacities to establish and operationalize National Human Rights Institution, in line with the Paris Principles

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.1.1 Level of awareness of state and non-state actors supported by the project on how and why to establish an independent National Human Rights Institution in compliance with the Paris Principles.		State and non-state actors report high levels of awareness of the importance of HR, the Paris principles and the relevance of having a NHRI	State and non-state actors demonstrate having understood the importance of having an independent NHRI in their reports.	
Indicator 1.1.2 # of joint meetings organized with the project support for the establishment of an independent NHRI where civil society organisations participated and voiced their views	1	5	5	State and non-state actors are more conscious of the need of an independent HR national institution

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.1.3 # of National Human Rights Institution members and staff trained by the project with increased knowledge and/or skills in human rights standards and principles of independence, pluralism, and accountability.	0	23	24	The HRNC is composed of 2 people

Output 1.2: Strengthened national capacities to develop and implement a National Human Rights Action Plan

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.2.1 National Human Rights Action Plan completed and disseminated with the project support	0	1	1	
Indicator 1.2.2 Extent to which the project's selected activities of the National Human Rights Action Plan have been implemented.	0	5	14	Strategic actions were selected as working on the independence of the HRNC, the drafting of the UN HR treaty bodies and the UPR
Indicator 1.2.3 # of civil society organizations consulted with the project support for the elaboration of the National Human Rights Action Plan	0	30	30	

Output 1.3: Increased capacity of duty-bearers and rights-holders to engage with UN human rights mechanism, including treaty bodies for increased state accountability for human rights protection

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.3.1 State reports submitted to UN treaty bodies, benefiting from the support of this project.	0	5	7	

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.3.2 # of consultations with civil society organizations regarding State reports to the UN treaty bodies, conducted with the support of this project.	0	5	7	
Indicator 1.3.3 Level of awareness of State actors on key conditions for establishing an effective National Mechanism for Implementation, Reporting and Follow-up (NMIRF)	0	1	State drafted a law for the effective establish a NMIRF	

Output 1.4: Enhanced capacity of human rights organizations to monitor and report on human rights violations, including reprisals against human rights defenders, among others through an early warning mechanism

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
Indicator 1.4.1 Extent to which human rights defenders, benefiting from the support of this project, perceive that their knowledge and practices to promote and protect human rights have improved, including to monitor, report on and advocate for human rights issues	Produce reports on human rights issues	Targeted HRD (including women human rights defenders) demonstrate improved knowledge and practices at least in three core thematic domains supported by the project	HRD demonstrate increased knowledge and practices to promote and protect human rights have improved, including to monitor, report on and advocate for human rights issues	
Indicator 1.4.2 Human-rights early warning mechanism developed with the project's support.	0	At least 1 Early Warning mechanism established and functioning by the end of the project	Voz di Paz is working with CAJ on an early warning system and connecting conflict prevention and resolution with human rights	
Indicator 1.4.3 Strategy for protection of human rights defenders developed by HRD, with the project's support	0	1 agreed strategy for protection of HRD, developed with the engagement of	1	

Outcome Indicators	Indicator Baseline	End of project Indicator Target	End of project Indicator	Explanations
		human right defenders, including women, people with disabilities and child driven CSOs		