

PBF PROJECT DOCUMENT TEMPLATE



United Nations
Peacebuilding

PROJECT DOCUMENT

Length: Max. 12 pages (plus cover page + annexes)

Country: Guinea-Bissau			
Project Title: Strengthening Public Confidence in the Justice system			
Project Number from MPTF-O Gateway: 00100299			
PBF project modality:		If funding is disbursed into a national or regional trust fund:	
<input checked="" type="checkbox"/> IRF	<input type="checkbox"/>	Country Trust Fund	
<input type="checkbox"/> PRF	<input type="checkbox"/>	Regional Trust Fund	
Name of Recipient Fund:			
Expected project commencement date¹: May 2016			
Project duration in months:² 29 months			
Total PBF project budget* (by recipient organization starting with Lead):			
UNDP: \$ 687.850,00 USD			
<i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i>			
Any other existing funding for the project (amount and source): N/A			
PBF 1st tranche:	PBF 2nd tranche*:	PBF 3rd tranche*:	__ tranche
UNDP: \$ 687.850,00			
One sentence of project description: The project aims to improve the delivery of justice services to the Bissau-Guinean population and contribute to strengthening the Rule of Law and hence social cohesion and peace in the country.			
Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists: N/A			
Project Gender Marker Score: 1			
<ul style="list-style-type: none"> • Score 3 for projects that have gender equality as a principal objective (minimum of 80% of total budget going to gender equality and women's empowerment (GEWE)) • Score 2 for projects that have gender equality as a significant objective (minimum of 30% of the total budget going to GEWE) • Score 1 for projects that will contribute in some way to gender equality, but not significantly (less than 15% of the total budget going to GEWE) 			
Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: This project does not directly target women, but the data to be generated by the information system will be disaggregated by sex, thus allowing measuring the level of women's access to justice.			

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

Project risk marker score: 0

0 = low risk to achieving outcomes

1 = medium risk to achieving outcomes

2 = high risk to achieving outcomes

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*): 1.2 Rule of Law

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

Type of submission:

New project

Project amendment

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration:

Change of project outcome/ scope:

Change of budget allocation between outcomes or budget categories of more than 15%:

Additional PBF budget:

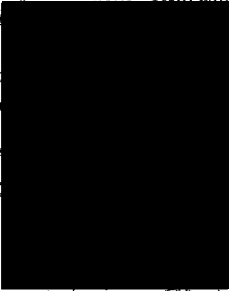
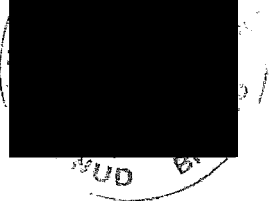
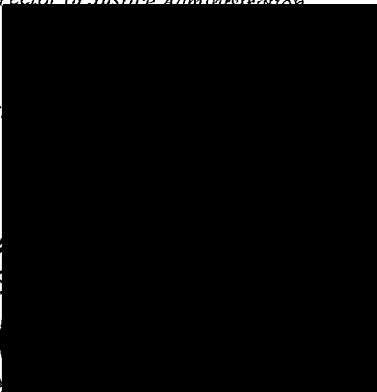

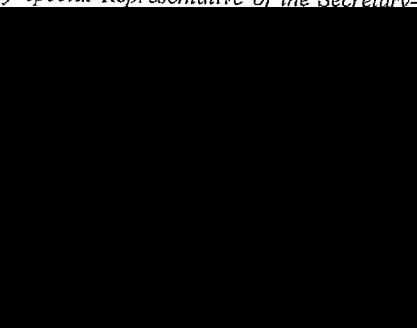
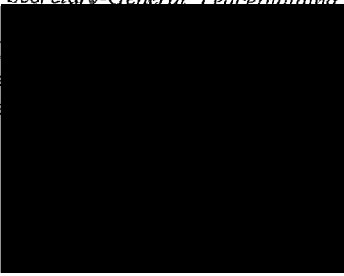
Brief justification:

The institutional instability as consequence of the ongoing political crisis delayed and posed several challenges throughout the project implementation. This new request for extension is key for the delivery of project products as it aims to finalize the activities underway: 1) the construction of the House of Justice of Gabu, whose construction works have been delayed due to the rainy season; 2) the operationalization of the criminal records database; and 3) the implementation of the agreement between the Bar Association of Guinea-Bissau and the GICJU on access to justice. This extension also will allow the conduction of a thorough project evaluation, at the end of the implementation phase, that will be essential in order to provide lessons learned for further and ongoing PBF funded projects.

There will be no changes to the Outcome, outputs, activities nor the budget.

Note: If this is an amendment, show any changes to the project document in RED colour, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New signatures are required.

PROJECT SIGNATURES:

<p>Recipient Organization(s)³</p> <p><i>Mr. Gabriel Dava</i> <i>Deputy Resident Representative/ Programme</i> <i>UN</i></p> <p>Signature Date</p>  	<p>Representative of National Authorities</p> <p><i>Mr. Degol Mendes</i> <i>General Director of Justice Administration</i></p> <p>Signature Date & Seal</p>  
<p>Head of UN Country Team</p> <p><i>Mr. David McLachlan-Karr</i> <i>Deputy Special Representative of the Secretary-General</i> <i>UNIC</i></p> <p>Signature Date</p> 	<p>Peacebuilding Support Office (PBSO)</p> <p><i>Mr. Oscar Fernandez-Taranco</i> <i>Assistant Secretary-General, Peacebuilding Support Office</i></p> <p>Signature Date & Seal</p> 

³ Please include signature block for each direct recipient organization under this project.

Table of contents:

Length: Max. 5 pages

I. How this project fits within the approved Priority Plan

a) Priority Plan Outcome Area supported:

PBF Outcome 3: Independent and impartial justice system increases citizens' confidence in the state commitment to the rule of law.

Guinea-Bissau has limited statistical data and information systems to back it up neither to track general trends concerning the justice situation in the country nor individual cases. There is need to have simple information and data collection systems in place within each entity and office of the justice and law enforcement sector, and that those systems are harmonized for data to be comparable and cases to be traced across the different entities, at the national as well as the sub-national level. Overall, the aim is to improve case management and pretrial procedural mechanisms between police, prosecution and courts, reduce criminal justice delays, and are able to analyze and identify bottlenecks and challenges, such as attrition in the justice response to sexual and gender-based violence for example.

The information system is meant to be developed along the justice chain and in a participatory manner with involvement of civil society organization and communities. The project will develop and operationalize mechanisms and tools that enable the participation of civil society in the monitoring of the sector performance, as well as a report back system.

The project will seek the involvement all key actors in the process, including professional and Civil Society organizations such as the Bar Association, Human Rights League, Association of Magistrates and the Human Rights Observatory.

The information system link with the community level will be piloted through the Center of Access to Justice, a mechanism in place that attempt to bring justice services closer to the population through the provision of free legal aid services and conflict mediation, thus contributing for the fulfilment of human rights and rule of law, especially in rural areas and for women.

The 5 functioning and UNDP supported Centers for Access to Justice (CAJ) in 4 regions as well as the new center to be established to extend these services to one of the regions not covered currently, will be the basis for actors and issue mapping of stakeholder needs and expectations that identifies WHO needs to participate in the effort and WHAT are the challenges that would need to be addressed in by the information and monitoring system.

This approach will allow a continuous dialogue between the justice administration institutions, civil society and the communities around the key challenges as identified through the information system and alternative solutions to address the bottlenecks for in improved and effective delivery of justice services at all levels. This will enable response at both demand and supply side of justice, thus strengthening the confidence of citizens on

the justice system; promote social cohesion, trust building and the creation of the social contract between the state and populations

b) Rationale for this project:

Justice is the foundation of peace, social cohesion and democracy in a country like Guinea-Bissau that has been going through a vicious cycle of political instability since its independence, stemming from intertwining causes, including impunity and lack of access to justice. There is a huge gap between the constitutional right to access to justice (Article 32, Constitution) and the Bissau-Guinean legal reality due to the limited / non-functioning of the state justice system.

The lack of access to justice and the prevailing culture of impunity, both for grave crimes committed by persons in position of power and for crimes occurring in the normal social context, have severely weakened popular confidence in the justice system. In addition to discrediting the legal system, these dynamics have also undermined the country's chances of peace, stability, development and national reconciliation by fostering cycles of violence and vigilante justice.

One of the challenges faced by the sector is the absence of a reliable information system along the justice chain, from detention to sentencing that enables the identification of bottlenecks along the chain, including the backlog cases that impede timely and efficient delivery of services. Such an information system is a critical factor for the justice sector managers to take informed decisions to address the identified bottlenecks and improve services delivery. Further, if this information system is conceptualized and constructed around a participatory approach with involvement of CSOs, professional organizations and communities will enable citizens to follow and appreciate the efforts made by the justice sector and its achievements, thus building their confidence on the state commitment to justice and rule of law.

For instance, if an effective justice management system, built on the basis of an information system to monitor and evaluate the sector performance is in place to inform decision makers and citizens in general, will enable the sector efficient and timely response to citizens' demand for justice, thus strengthening their confidence on the justice system and reducing parallel mechanisms of conflict resolution and perceptions of impunity.

c) Coherence with existing projects:

The PBF Outcome 3 "Independent and impartial justice system increases citizens' confidence in the state commitment to the rule of law" in the priority plan will be achieved by 3 projects in addition to this project, namely:

- 1- *Building the National Incident Management System*: Develop Phase 1 of the National Incident Management System (NIMS) in three locations to implement operational integrated police dispatch centers, including relevant communication equipment and training for personnel.

- 2- *Enhancing the capacity of criminal incident reporting system and registry*: Develop a Criminal Incident Reporting System and a Case Registry at the prosecutorial phase of the ‘criminal justice chain’
- 3- *Strengthening Border Management for Combatting Serious and Organized Crime, Drug Trafficking and Transnational Crime*: Development of five (5) Foreign Service Posts at refurbished Border Posts, including purchase of equipment and provision of specialized training for border control officers to strengthen technical capacity in addressing issues of serious and organized crime notably drug trafficking and transnational crime

The 4 projects under this outcome seek to develop and implement a comprehensive approach to achieve systemic institutional and cultural changes as opposed to piecemeal initiatives support certain stakeholders without ensuring closing the justice chain. This project on information management system is the backbone of planned interventions as it will link the whole justice chain through a comprehensive system of information collection, processing, analysis and dissemination to inform decision making for an effective and timely delivery of services to respond to citizens demands. It is expected that the data generated by National Incident Management system and by the Criminal Incident Management System will feed the National Justice Sector Monitoring System database. On the other hand, the border management strengthening will ensure that capacity building interventions include information management aspects so that the border authorities can collect and process information to feed the Justice Sector Monitoring System.

The coordination among the projects related with information management systems under this outcome will be further stressed at the implementation phase. It is envisaged a joint assessment of the current stage and needs in terms of information management systems in the sector and a joint design of priority interventions. Based on this assessment and prioritization, the different projects will be implement specific priorities on the basis of the project outputs.

In order to ensure the complementarity of the 4 projects, they will be implemented in a coordinated manner, taking the advantage of the existing coordination mechanism of the UNPAF Outcome on Democratic Governance, peace and stability, which includes all UN and national partners involved in the 4 projects.

Table 1 – Mapping of peacebuilding activities and gaps

Outcome area	Source of funding (Government/development partner)	Key Projects	Duration of Projects	Budget in \$	Description of major gaps in the Outcome Area, programmatic or financial
Access to Justice	UNDP Regular TRAC Donors: IASSRTF; PBF.	i) Decentralization of the Justice System and improvement of the access to Justice for the poor, with special emphasis on women ii) Strengthening the capacity of the Judiciary for	2014-2016	3,000,000	This project intends to expand access to justice to all citizens and promote the rule of law aiming through provision of legal aid services to the population, training of magistrates and construction of infrastructures.

		<p>better administration of justice in the region and communities,</p> <p>iii) Creation of proper mechanisms to ensure free legal aid to the population, particularly to women and children</p>			<p>However, the absence of a link of services offered by this project interventions with the whole justice chain service represents a major gap and it lacks in its design a clear peacebuilding perspective as it is designed and implemented in a normal development perspective. For the context of Guinea-Bissau, this programmatic gap need to be filled in, which will also require additional resources.</p>
Strengthening criminal Justice and Law enforcement in Guinea-Bissau	US department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL)	<p>1-Strengthening of Justice and Rule of Law at national and subnational level (to be implemented by UNDP in close collaboration with UNIOGBIS)</p> <p>2-Support to Law Enforcement and Countering Organized Crime (to be implemented by UNODC and UNIOGBIS)</p>	Nov 2015- Nov 2016	780,005.25	The project aims at supporting LEA to address Organized Crime only.
Strengthening Criminal investigation and border control services	IASSRTF (JP UNIOGBIS- UNDP- UNODC)	<p>1- Promoting enhanced political commitment to the SSR process and strengthening civilian oversight.</p> <p>2- Improving the technical capacity of key security and justice providers in Bissau and the regions to improve the accountability and efficiency of these.</p>	2016-2017	500,000	The project aims, inter alia, at reinforcing criminal investigation through technical capacity but does not addresses information technology gaps and tools.

II. Objectives of PBF support and proposed implementation

a) Project outcomes, theory of change, activities, targets and sequencing:

Project Outcome:

Justice Sector Governance and Coordination Enhanced.

Theory of Change:

As explained in the Conflict Analysis and the Priority Plan, lack of access to justice and impunity are identified as some of the sources of conflict in Guinea-Bissau. These result

from and are reinforced by the fragility of the state and its lack of capacity to ensure the rule of law across its territory and for all of its citizens, especially the most vulnerable. For instance, poor justice administration has resulted in widespread corruption and impunity and constitutes a major threat to peace, stability and reconciliation in Guinea-Bissau.

The fact that the justice systems reveals weaknesses - LEA, the Public Prosecutor and the Courts are unable to maintain a linkage and the flow on the status of each criminal case, with discrepancies on the data each one of them have available, contributes to a not yet credible justice system. The capacity for these institutions to communicate among themselves is limited due to systems, equipment, technical knowledge and legal framework gaps. There is no proper management of the data on criminal cases, much due to the non-existing common or interconnected data base and information exchange.

Furthermore, the sector does not have in place systems and mechanisms for accountability to the citizens on the effectiveness and quality of services delivery, to identify and respond to their demands for justice. The absence of such system and mechanisms creates a distance between the state and citizens, who perceives that there is lack of interest state in stating the rule of law.

In order to address this fragility, is agreed that there is need to design and implement comprehensive approaches to achieve systemic institutional and cultural changes, as opposed to piecemeal initiatives support to certain stakeholders without ensuring closing the justice chain.

If a clear and effective justice management system, with mechanisms of accountability to the citizens is in place, will strengthen their confidence to the justice system, thus reducing parallel mechanisms of conflict resolution and reduce perceptions and cases of impunity.

If a strong, functional and effective justice services delivery along the justice chain at all levels, including an information system that enables monitoring and evaluation of the sector performance to inform sector decision makers and citizens in general and promote transparency, will ensure better coordination of the sector along the chain in response to citizens claim for justice and impartiality.

Expected Content of the Support

The project supports the justice sector on both supply and demand side. In that regard, the project will provide technical assistance and expertise to the Ministry of Justice for the design of a database that contain information on cases that enter the justice chain, from detention throughout investigation, prosecution, trial, sentencing up to corrections, as well as the respective monitoring system, aiming at identifying backlog cases and the bottlenecks. The project will also facilitate the training of personal in the justice institutions that will operate and manage the data base and the monitoring system. For the operationalization database, the project will supply the necessary IT equipment, software and other required means associated with the database functionality.

On the demand side the project will establish a Center of Access to Justice (CAJ) in Gabu Region (Gabu), building from the experience of the 5 existing Centers of Access to Justice supported by UNDP. The new CAJ will serve as pilot to test the responsiveness of the database and monitoring system to the needs of the communities. The CAJ will be the link

between the Monitoring System with the communities and as such, it will be used to identify the community needs/expectation of information that the database should provide. The design of the database will take the bottom-up approach, i.e. will start by identifying the needs and expectations of the communities of an accountable and transparent justice system and from there design a system that is responsive to such needs and expectations. This exercise will include as well the already existing CAJs (Bissau, Canchungo, Bafata and Mansoa) to ensure significant coverage of the territory.

The project will specifically address gender imbalances in access to justice by generating information disaggregated by sex in order to provide accurate picture of gender gaps, thus enabling informed decision making to address the identified gaps. The CAJs that will be established to pilot the system, as is the case of the existing CAJs, will prioritize legal aid to women, on issues such as gender-based violence, access to land and property in general, etc.

The project will target the institutions along the justice chain, namely the Ministry of Justice, Supreme Court, Prosecutor General Office and the Judiciary Police. The project will also target the communities in the regions where the CAJs are located, with special focus on women and youth, perceived as the groups will less access to justice. In these regions, the project will also work with traditional leaders and referents of the communities. Another important project target is the CSOs working in the area of justice as well as justice related professional associations.

The project will be implemented at national level, but will have a special focus in the regions of Gabu, Bafata, Cacheu and Mansoa, as pilot regions to take advantage of the existence of CAJs and two Sector Courts being constructed with UNDP support in Mansoa and Cacheu.

The project will be implemented at central level by the Ministry of Justice as the Government entity responsibly for justice administration in close collaboration with the other justice sector pillars. Rather than a top-bottom approach, the project will be implemented in a participatory manner with involvement of communities, CSOs and professional organizations. This approach will ensure the involvement of all justice institutions with participation of communities, CSOs, and practitioners in the sector, thus assuring an effective coordination in delivering justice services and an effective response to the citizens' needs that will build their confidence on the state commitment to justice and rule of law.

b) Budget:

Table 2: Project Output/Activity Budget

Outcome 1:				
Output number	Output names	Output budget by RUNO (Receiving United	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or

		Nations Organization for PB Funds)		budget justification)
Output 1:	Inputs and outputs of the database and monitoring system defined	UNDP	-Contractual services: <i>recruitment of international and national consultants to conduct the assessment of database components</i> -Travel: <i>field travel for consultations</i>	All the items are to be purchased per the budget template below and attached equipment list by RUNO
Output 2:	Database and monitoring system designed	UNDP	-Contractual services: <i>recruitment of international consultants to conceive and design the database and monitoring system</i>	This may require two types of expertise: Justice monitoring system and IT expertise
Output 3:	Database and monitoring system operationalized	UNDP	- Equipment: <i>purchase of and installation of software and IT equipment</i> -Contractual Services: <i>Consultants to carry on baseline study to collect data related to efficiency and effectiveness to Justice Service Delivery to feed the database</i> -Contractual Services: <i>rehabilitation of CAJ offices in Gabu and rent payment</i> -Equipment: <i>Purchase of vehicle and office equipment for the CAJ and the Database Host office</i> Staff and other personnel: <i>Recruitment of staff for CAJ and consultants</i> General Operating and other costs: <i>CAJ Gabu operating costs and office supplies for the database operations</i>	

			<p>-Travel: <i>field travel for baseline study and data user training</i></p> <p>-Transfer and Grants: <i>Grants to CSOs for advocacy and Monitoring of justice services in the regions</i></p>	
M & E			<p>- Joint field monitoring visits;</p> <p>- Monitoring data collection</p> <p>- Final project evaluation</p>	
TOTAL				USD 687,850

Table 3: Project budget by UN categories

CATEGORIES	Items	TOTAL
1. Staff and other personnel	A year's salary of legal aid technicians in the CAJ and drivers	USD 100.000
2. Supplies, Commodities, Materials	Office supplies for CAJ and Datacenter	USD 50.000
3. Equipment, Vehicles, and Furniture (including Depreciation)- For CAJ and for the Data Center Office desk, Office chairs, Simple chairs, Office cabinet, Desk/Printer, Meeting table, Desktop/UPS/APS1200, Stabilizer APC, Copier, Printer, Desktop/Laptop, Generator 13 KVA	Purchase of 2 vehicle, office equipment including ITC equipment and software	USD 200.000
4. Contractual services	Recruitment of international consultants (including for evaluation) and contracting construction company for rehabilitation of CAJ office	USD 100.000
5. Travel	Field trips for consultations and baseline survey, monitoring missions	50,000
6. Transfers and Grants to Counterparts	Micro grant agreement with Bar Association to ensure the representation <i>pro bono</i> , and also with CSOs and NGOs to conduct information sessions and awareness campaign on access to justice and human rights	USD 100,000
7. General Operating and other Direct Costs	CAJ and Database operating expenses (maintenance, electricity, fuel, etc.)	USD 42.850
Sub-Total Project Costs		642,850
8. Indirect Support Costs*		45,000
TOTAL		USD 687.850

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

c) Capacity of RUNO(s) and implementing partners:

UNDP has been operating in Guinea-Bissau for more than 40 years in the areas of Democratic Governance, Inclusive Growth and Sustainable Development. UNDP has also acting as operating agent of non-resident agencies and is the host of the PBF Secretariat in the country. UNDP has also implemented successfully PBF funded projects.

Currently, the country office is composed by 60 staff members, including program and operations staff and an average budget of US\$15,000,000.00 per year. With this capacity,

the country office has been able to implement successfully joint programs, such as the case of the MDTF Joint Program on nutrition, as well as donor basket funds, such as the recent elections basket fund with contribution for more than 10 donors.

In addition to its internal capacity, both in terms of human resources and operating structure, the other strengths of UNDP in Guinea-Bissau is its long time presence in the country that gives a full knowledge of the country and its institutions, as well as the possibility of bringing expertise, as needed, either from the Regional Service Center in Addis-Ababa or from other country offices.

A program analyst will be assigned to manage the project to ensure its smooth implementation and achievement of results. The program analyst will be responsible for quality control of the project deliverables.

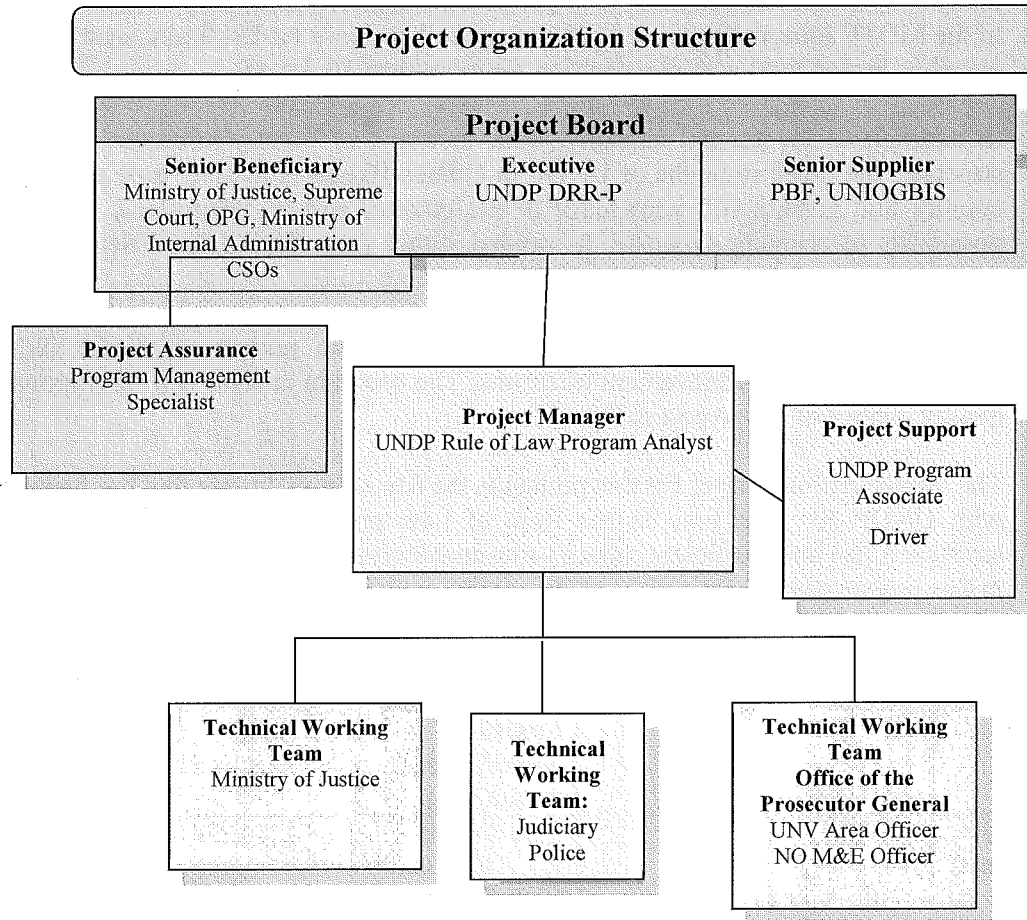
The implementing partner for this project is the Ministry of Justice that has been working with UNDP for long time in the Rule of Law program. The Ministry, with UNDP assistance, has built sufficient capacity that enables it to implement the activities envisaged in this project proposal.

	RUNO 1:	Key Source of Funding (government, donor etc.)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year (2014)	UNDP	Core resources, EU, AfDB, GEF, Global Fund, PBF, MDTF	18,384,302.00	0
Current calendar year (2015)	UNDP	Core resources, EU, AfDB, GEF, Global, PBF, MDTF Fund	14,797,627.00	TBC

III. Management and coordination

a) Project management:

The project will be implemented through a National Implementation Modality (NIM) and will be administered and managed in accordance with the rules and regulations of UNDP. The project management will have the following structure



The Project Board is co-chaired by the Government and UNDP. The Board membership includes the beneficiary entities and their representatives and the donors (in kind or cash). The Board meets on a quarterly basis provides overall direction and strategic guidance and agrees to counter measures/management actions to address specific risks raised by the project manager, approve project geographical coverage, review and adopt the project's implementation modality and annual work plans, and co-opt as member any stakeholder/donor on need basis. The PSC shall be convened twice a year or as required

The project management: day-to-day management of the project rests with by the UNDP Program Analyst for the Rule of Law with support by the Program Associate and the Technical Teams based in each of the beneficiary institutions. The Program Analyst will coordinate and support the implementation of the project to oversee the planning and implementation of all project activities. The coordination unit will provide the link between the local / regional level and the national level. The JPST reports to UNDP and UNCDF.

The project assurance functions rests with the UNDP Program Management Specialist to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities. The Program Management Specialist will report to the Project Boards

so that it can take the necessary decision to ensure that the project is on track towards the achievement of its objectives.

This Technical Teams in the beneficiary institution will be responsible for ensuring that the planned activities concerning their ministries are smoothly implemented. In that regard, they will be responsible for creating the necessary conditions for an enabling environment for the project operations.

The project manager will ensure that a viable communication strategy is put in place in order to give full acknowledgement and visibility of the deliverables, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability

PROCUREMENT OF GOODS AND SERVICES AND THE RECRUITMENT OF PERSONNEL SHALL BE PROVIDED IN ACCORDANCE WITH UNDP GUIDELINES, PROCEDURES AND REGULATIONS.

b) Risk management:

Table 5 – Risk management matrix

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Political instability	High	High	Advocacy for the independence of justice sector / Project
Lack of coordination among the justice and law enforcement institutions	Medium	Medium	Establishment of a coordination mechanisms / UN Rule of Law Joint Programme

c) Monitoring & Evaluation:

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management framework.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board

through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

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

- d) **Administrative arrangements** (This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);

- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 July;
- Annual and final narrative reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities;
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

IV. Reasons for changes to the project and justification (1st approved Non-Cost Extension)

a) Nature of change and justification

The institutional instability as consequence of the ongoing political crisis resulted in successive changes in the leadership of the Ministry of Justice and affected the relationship between the Ministry of Justice and the Supreme Court, which delayed the project implementation. For instance, the lack of consensus between the Ministry of Justice and the Supreme Court on both the host and the content of the Information System has impeded the start of the project. Furthermore, when the consensus was close to be reached on this matter, the elections for the renewal of the Judiciary Management Bodies (President of the Supreme Court and Superior Council of Magistracy) slowed down the normal functioning of the Supreme Court, and thus delayed the final decision making.

Most recently, the Minister of Justice raised concerns with regard to investment priorities in the Justice Sector aiming to establish a fair, transparent and accessible justice that can build citizen's confidence in the State and contribute to minimize conflicts. In that regard, he emphasized the need to align partner's interventions with the national priorities as defined in the National Program for the Reform of Justice (2015-2019), in particular by paying particular attention to the provision of quality justice services for the benefit of users. The issue of ensuring complementarity of various partners' interventions, especially among the UN family was also raised by the Minister.

The concerns raised by the Minister require a revision of activities under outputs 1 and the revision of the outputs 2 and 3, without altering the outcome of the project, which is to contribute to a fair, transparent and accessible justice in the country.

In order to address the Information System design issue, under Output 1 of the project, UNDP has agreed with both the Ministry of Justice and the Superior Council of the Judiciary Magistracy to contract a consultant to conduct a study for the definition and design of an information system which would provide concrete proposals on the respective information needs in this particular context, including its respective host and manager institution. In order to facilitate consensus and expedite decision making, the results of the study will be discussed at the recently created Thematic Group on Justice and Human Rights, where all justice sector stakeholders participate, including the development partners supporting the sector. The selection and hiring process of the consultant to conduct the study has been initiated and is expected to be concluded soon. By the end of the project, the database will not be launched, but stakeholders will have a clear idea of what will be needed to operationalize and monitor the database system. The reason to limit this activity is that given the conditions in the country, it is unlikely that a full database system could be operationalized within the time remaining on this project.

The project Output 2 is changed in coherence with the national vision on access to justice. First, the new strategic plans of the Ministry no longer envision stand-alone access to justice facilities. The Ministry of Justice's new strategy on access to justice visions piloting the concept of a new model of House of Justice regrouping all services related to justice: court, civil status, identification as well as the legal aid to be set up all over the country. This structure will facilitate the access of citizens to all services related to justice in one single shop and also strengthen the presence of the State institution in the regions. PBF

funds would support developing the prototype for the House of Justice to be constructed in districts throughout the country. The funds will also be used to pilot the first model district court in Gabu. As a result, the judicial services will be fully functional in this district, enhancing the justice supply by providing quality services to the population. Prior to any construction, consultation with local and national stakeholders and UNICEF will be held to ensure the judicious use of funds.

Output 3 is revised in order to ensure that the project reaches out to the population by building awareness on human rights and promoting access to justice in partnership with CSOs. In the interim since this project was first written and approved, a coalition of Women's Groups in Gabú supported by UNWOMEN, have already established an access to justice/mediation centre in Gabú. Some funds allocated to refurbishment could be applied to strengthen programmatic aspects of the existing Access to Justice Mechanism in Gabú. Thus, the activities were revised and some were added, in order to enhance legal services outreach, awareness raising, and capacity building efforts on human rights and access to justice, in partnership with CSOs operating in Gabú. New sub-indicators were added to enable effective monitoring of the effort and ensure that results and impacts are integrated in to UNPAF reporting frameworks as well. The revised activities are fully aligned with the Justice Sector Reform and Modernization Integrated Programme.

The revised outputs are complementary, as the first is related to the implementation of a mechanism to support the decision making on justice sector reform, while the second will look at justice from the supply side, and the last will look at in on the demand side. The revised outputs are fully aligned with the Justice Sector Reform and Modernization Integrated Programme.

Furthermore, the changes made to this project will enable the implementation of the Joint United Nations Program on Police, Justice and Corrections, which has just been signed with the Government. This joint program becomes the main framework for the intervention of the UN Agencies and the UN Mission with the government in the area of the Rule of Law. The expected results of this project correspond to those provided in the Joint Program (Outcome 2 on support to Justice).

Finally, the changes will build on the initiatives of other UN system agencies such as UNWOMEN for access justice for women, UNICEF on the civil status of children and UNDP on free legal aid services (Centres of Access to Justice) and construction of courts at local level, in order to ensure the sustainability of the results.

II. Budget impact

a) Budget revision

The total budget of this project is 687,850 USD. The currently available budget, as of October 2017, is USD 639,307 USD. The changes to the project will not entail any additional costs. Indeed, the redefined outputs will allow to use the entire budget as initially foreseen. However, an adjustment has been made to the amounts corresponding to the various outputs in accordance with the changes. Thus, the amount provided for output 1 has been reduced in order to take into account the costs of the new activities: the study on the definition of the database and its dissemination. The amount for output 2 has been increased to support the development of the prototype and the construction of the pilot House of Justice. The budget for output 3 was increased in order to focus on access to justice and public awareness, namely for the vulnerable populations. On the other side the Ministry has decided to support all the cost related to the functioning of the new structure ensuring the sustainability of the services. As a result, the funds initially reserved to support the functioning of the services will be allocated to support access to justice. At the end of the project, any unused budget will be returned.

Table 1: Project Activity Budget

Outcome 1:			
Output number	Output name	Output budget	Any remarks (e.g. on types of inputs provided or budget justification)
Output 1	Inputs and outputs of the database and monitoring system defined	44 492	Contractual services: The recruitment of international and national consultants to conduct the assessment of the judicial information system is ongoing
Output 2	The Judicial services are fully functioning in Gabu	420 000	Contractual services: construction of the infrastructure Equipment: Purchase of office equipment (desk and computers) for the House of Justice.
Output 3	Knowledge of the population on access to justice is reinforced	100 000	Transfer and grants: Grants to CSOs for advocacy and sensibilization for access to justice. Agreement with Bar association for Justice judicial aid for vulnerable people. There are existing actors in the field supported by others

			UN agencies. The project will build on this existing expertise and lessons learnt for the Grants.
	Communication Monitoring and Evaluation	35 508	Travel: Field visit for monitoring, reporting
	General operating and others direct cost	42850	Procurement, financial human resources and general services;
TOTAL		642 850	

Table 2: Project budget by UN categories by RUNO

PBF PROJECT BUDGET – RUNO 1 (add other tables if more than 1 RUNO)			
CATEGORIES	Original Budget	Proposed increase/decrease	Proposed new budget
1. Staff and other personnel	100 000	-100 000	0
2. Supplies, Commodities, Materials	50 000		50 000
3. Equipment, Vehicles, and Furniture (including Depreciation)	200 000	-140 000	60000
4. Contractual services	100 000	+280 000	380 000
5. Travel	50000	-40000	10 000
6. Transfers and Grants to Counterparts	100 000	0	100 000
7. General Operating and other Direct Costs	42 850	0	42 850
Sub-Total Project Costs	642 850	0	642 850
8. Indirect Support Costs*	45 000		45 000
TOTAL⁴	687 850	0	687 850

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and

⁴ The total in the original budget and in the proposed new budget must be the same if using this template.

V. Reasons for changes to the project and justification (new Non-Cost Extension)

a) Nature of change and justification

The institutional instability as consequence of the ongoing political crisis resulted in successive changes in the leadership of the Ministry of Justice and Human Rights (MJHR) and affected the relationship between the MJHR and the Supreme Court, which delayed the project implementation at the beginning. The project's objective was the development of a database for the Justice system. Due to a lack of consensus between the MJHR and the Supreme Court - on both the host and content of the Information System - the project implementation was delayed.

Consequently, the project has been revised in order to take into consideration the demands of the partners to provide more support to the justice supply and to improve the access to justice in the country. As a result, a no cost extension was granted until November 2018. This extension allowed the project to support innovative initiatives in the national context, namely the conception and construction of a new model of House of Justice regrouping all services related to justice: Court, Civil Identification services as well as the Legal Aid Centre in Gabu; and the conception of a criminal records database, a new functioning vision model, which will be an important tool to provide more transparency and accountability within the system. Moreover, the project supported a new model of collaboration to access to justice for vulnerable peoples involving the Bar Association of Guinea-Bissau and the MJHR (GICJU).

Now, this new request for extension is key for the delivery of project products as it aims to finalize the activities underway: 1) the construction of the House of Justice of Gabu, whose construction works have been delayed due to the rainy season; 2) the operationalization of the criminal records database, as it has been created but still needs to be operationalized, namely through the training of responsible national staff to ensure its normal functioning; and 3) the implementation of the agreement between the Bar Association of Guinea-Bissau and the GICJU on access to justice, since several awareness campaigns to inform the citizens still are ongoing and more time is needed for the population to take advantage of the existing mechanism.

Furthermore, this extension will allow the conduction of a thorough project evaluation, at the end of the implementation phase, by a team of external experts, that will be essential in order to provide lessons learned for further and ongoing PBF funded projects. According to UNDP's procedures the evaluation should take place before the project closure.

By consequence there will be no change on the Outcome, outputs, activities and also the budget.

II. Budget impact

b) Budget revision

The total budget of this project is 687.850,00 USD. The currently available budget, as of September 2018, is USD 48.761,00 USD. The remaining funds will allow to finalize the implementation of activities as well as to ensure a proper external evaluation at the end of

the project. The changes to the project will not entail any additional costs. At the end of the project, any unused budget will be returned.

Table 1: Project Activity Budget

Outcome 1:			
Output number	Output name	Output budget	Any remarks (e.g. on types of inputs provided or budget justification)
Output 1	Inputs and outputs of the database and monitoring system defined	\$ 0	Contractual services: The recruitment of international and national consultants to conduct the assessment of the judicial information system. is ongoing.
Output 2	The Judicial services are fully functioning in Gabu	\$ 0	Contractual services: <i>construction of the infrastructure</i> Equipment: <i>Purchase of office equipment (desk and computers) for the House of Justice.</i>
Output 3	Knowledge of the population on access to justice is reinforced	\$ 25 347,73	Transfer and grants: <i>Grants to CSOs for advocacy and sensitization for access to justice.</i> <i>Agreement with Bar association for Justice judicial aid for vulnerable people.</i> There are existing actors in the field supported by other UN agencies. The project will build on this existing expertise and lessons learnt for the Grants.
	Communication Monitoring and Evaluation	\$ 20 000,00	Travel and Contractual services: <i>Field visit for monitoring, reporting and final external evaluation.</i>
	General operating and others direct cost	\$ 0	Procurement, financial human resources and general services.
	Indirect Support Costs	\$ 3 413,27	
TOTAL		\$ 48 761,00	

Table 2: Project budget by UN categories by RUNO

PBF PROJECT BUDGET – RUNO 1 (add other tables if more than 1 RUNO)				
CATEGORIES	Original Budget	Revised Budget (30.10.2017)	Proposed increase/ decrease	Remaining Funds
1. Staff and other personnel	100 000,00	0	0	0
2. Supplies, Commodities, Materials	50 000,00	50 000,00	0	0
3. Equipment, Vehicles, and Furniture (including Depreciation)	200 000,00	60 000,00	0	0
4. Contractual services	100 000,00	380 000,00	0	20 000,00
5. Travel	50 000,00	10 000,00	0	0
6. Transfers and Grants to Counterparts	100 000,00	100 000,00	0	25 347,73
7. General Operating and other Direct Costs	42 850,00	42 850,00	0	0
Sub-Total Project Costs	642 850,00	642 850,00	0	45 347,73
8. Indirect Support Costs*	45 000,00	45 000,00	0	3 413,27
TOTAL⁵	\$ 687 850,00	\$ 687 850,00	0	\$ 48,761.00

* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget 1

⁵ The total in the original budget and in the proposed new budget must be the same if using this template.