


Guinea-Bissau Peacebuilding Fund
Project Summary

Recipient UN Organization:	UNODC	PBF Priority Area:	Guinea-Bissau PBF Priority Plan Sections 1.1 (10); 2 (18); 3.1.2 (26-28)
Implementing Partner(s):	Ministry of Justice		
Project Number:	PBF/GB/NSC/4		
Project Title:	Rehabilitation of Selected Prisons		
Total Approved Project Budget:	US\$900,000		
Location:	Guinea-Bissau (Implementation of project will be in Bissau, Mansoa and Bafata)		
NSC Approval Date:	16 June 2008		
Project Duration:	12 months	Starting Date:	July 2008
		Completion Date:	
Project Description:	The project will address the requirement for secure and adequate physical infrastructures able to host prisoners and detainees; and capacity-building of prison staff in order to ensure the effective management of prisoners' data files, all in line with international standards.		

Peacebuilding Goal:	To strengthen peace consolidation by addressing the challenge of political and socio-economic stabilization through a well-targeted effort to protect the social and national integrity of Guinea-Bissau against the activities of drug trafficking syndicates, organized crime and general criminality, as well as establish an efficient and humane system of justice administration.
Immediate Objective:	Refurbishment of two prisons in Bissau, one in Mansoa and one in Bafata in order to build the capacity of the prison administration sector to assist in the combat against drug trafficking, organized crime, and general criminality.

Outputs and Key Activities:	<p>Outputs:</p> <ul style="list-style-type: none"> - Two prisons in Bissau, one in Mansoa and one in Bafata refurbished in line with international standards; - Data management system established for the two prisons in Bissau and the two provincial prisons; and - Prison managers and penitentiary staff trained to manage prison data files. <p>Activities:</p> <ul style="list-style-type: none"> - Carry out needs assessment on selected prison infrastructures and refurbish selected prisons in line with international standards; - Carry out needs assessment on detainee / prisoner file management and conduct appropriate training for selected prison management staff; and - Adapt and translate existing and relevant UNODC prison administration training handbooks in Portuguese.
Indicator and Benchmarks:	<ul style="list-style-type: none"> - Refurbished prisons and installed data management system respond to the needs of the criminal justice system; - Prison management training results and outcomes reflected in policies and practices within prisons; and - Guidance and monitoring through reporting structures and regular feedback.
Procurement:	IT logistics, Management infrastructure, Construction materials and Equipment.

**Full Submission Form
To
Guinea Bissau PBF National Steering Committee**

To be completed by the PBF Secretariat upon Technical Review	
Date of NSC Meeting: 16 June 2008	Recipient UN Organization: UNDP Guinea-Bissau
NSC Meeting No: 3	Total Project Budget: US\$900,000
Item No:	PBF Priority Area: 1.1 (10); 2 (18); 3.1.2 (26-28)
To be completed by Recipient UN Organisation	
To: Guinea Bissau PBF National Steering Committee	Date of Submission: 13 June 2008
From: <i>Head of Recipient UN Organisation & Implementing Partner Organization(s)</i> Mr. Antonio Mazzitelli, UNODC Regional Representative for West and Central Africa	Contact: <i>Telephone number, email</i> antonio.mazzitelli@unodc.org
Proposed project, if approved, would result in: <input type="checkbox"/> Continuation of existing project <input type="checkbox"/> New project <input checked="" type="checkbox"/> YES Other (explain) The project will address the requirement for secure and adequate physical infrastructures able to host prisoners and detainees in compliance with international standards while focusing on capacity building of prison staff in order to ensure the effective management of prisoners' data files in line with international standards.	Proposed project resulted from: <input checked="" type="checkbox"/> YES National Authorities initiative within Guinea Bissau PBF Priority Plan <input checked="" type="checkbox"/> YES UN Agency initiative within Guinea Bissau PBF Priority Plan <input type="checkbox"/> Other (explain)
Recipient UN Organization: UNODC	
Implementing Partner(s): Ministry of Justice	
Project Title: Rehabilitation of Selected Prisons	
Guinea Bissau PBF Priority Area: 1.1 (10); 2 (18); 3.1.2 (26-28)	
Amount of PBF funds requested for proposed project: US\$900,000	
Amount and percentage of indirect costs requested:	

**Submission of a concept note and subsequent proposal constitutes agreement by the Recipient UN Organization and its partner organizations to work with independent evaluators assigned by the NSC. Collaboration with independent evaluators has project design modifications, to be considered by the NSC.*

To be completed by the Recipient UN Organization

(NB: SEE ATTACHED PROJECT DOCUMENT)

1. Background

Provide brief and concise information on the background of the programme/project. Indicate the origins of the project, refer to partnerships with government, civil society organizations (CSOs) and other partners. If an extension of an existing project is requested, provide information on original programme/project, such as number, programme amount, date of approval.

2. Purpose of Proposed Project

Detail how the project addresses priorities identified in the Priority Plan, key objectives, including how it will contribute to capacity development of national institutions, outputs and activities from programme/project cover sheet and attach detailed programme/project document in standard format.

To be completed by the PBF Secretariat on behalf of the Thematic review group

Composition of Thematic review group:

Provide names, titles and organizational affiliation of Panel members

Mr. Carlos Andrade – Principal Technical Adviser to the Minister – Ministry of Finance
Mr. Waly Ndiaye – Project Consultant – United Nations Office for Project Services
Colonel Salomao Tavares Kiermes – Military Advisor – UNOGBIS
Mr. Mario Nesoline – Chief of Cabinet – Ministry of Defence
Ms. Caroline Bahson – Project Coordinator - IFS/EU/SSR Team in Guinea-Bissau
Mr. João Vaz Mane – President – Human Rights Observatory in Guinea-Bissau
Ms. Aida Fernandes – Legal Practitioner – Health and Safety Department / Ministry of Health
Mr. Fernando Iala Indami – Advisor to Secretary of State for International Cooperation – Ministry of Foreign Affairs

Thematic review group Review Date:

Provide date(s) of review

13-16 June 2008

3. Evaluation of Proposal by the thematic review group

Provide concise summary evaluation of proposal against:

<i>General principles and selection criteria</i>		
(a)	Must be explicitly based on Guinea Bissau PBF Priority Plan Assessment,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(b)	Must build capacity within national institutions,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(b)	Must promote and ensure national and local ownership,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(c)	Must fall within the areas of UN/Partners' comparative advantage,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(d)	The organization must have the appropriate system to deliver the intervention,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(e)	The UN response must be effective, coherent, context-sensitive, cost-efficient and the outcomes, sustainable,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(f)	Must avoid duplication of and significant overlap with the activities of other actors,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES
(g)	Must use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES

(h)	Must build on existing resources, capacities, strengths and experience	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES												
(i)	Must promote consultation, participation and partnership and demonstrate that the project is the result of an inclusive process in which key stakeholders and project beneficiaries participated in the elaboration of the project.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES												
(h)	Must be able to achieve objectives and outputs within 18 months	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> YES												
<p><input type="checkbox"/> <i>Project Implementation</i></p> <table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: center;">2008</td> <td style="text-align: center;">2009</td> <td></td> </tr> <tr> <td style="padding-left: 20px;"><i>Estimated commitments (\$thousands)</i></td> <td style="text-align: center;">_US\$9,000,000_</td> <td style="text-align: center;">_</td> <td style="text-align: center;">_</td> </tr> <tr> <td style="padding-left: 20px;"><i>Estimated disbursements (\$thousands)</i></td> <td style="text-align: center;">_US\$900,000_</td> <td style="text-align: center;">_</td> <td style="text-align: center;">_</td> </tr> </table>				2008	2009		<i>Estimated commitments (\$thousands)</i>	_US\$9,000,000_	_	_	<i>Estimated disbursements (\$thousands)</i>	_US\$900,000_	_	_
	2008	2009												
<i>Estimated commitments (\$thousands)</i>	_US\$9,000,000_	_	_											
<i>Estimated disbursements (\$thousands)</i>	_US\$900,000_	_	_											
<p><input type="checkbox"/> <i>Overall thematic review group review of project submission</i></p> <p style="padding-left: 40px;"><i>[Recommendations]</i></p> <p>The Project falls within the priority areas identified by the Government and will help establish an efficient and humane system of justice administration by building the capacity of the prison administration sector to answer the needs of the criminal justice system. The project falls in line with peacebuilding efforts being undertaken by Government and partners, particularly efforts aimed at peace consolidation through a visible and well-targeted effort to achieve political and socio-economic stabilization and to protect the social and national integrity of Guinea-Bissau against the activities of drug trafficking syndicates, organized crime and general criminality. It is recommended that the appropriate follow-up and monitoring mechanisms be instituted to ensure sustainability of the project and that it complements or feeds into other similar projects particularly within the overall systems of strengthening the criminal justice and law-enforcement sector under the Government's ongoing SSR Programme.</p>														

To be completed by the PBF Secretariat
<p>4. Review by PBF Secretariat</p> <p><i>Date of review:</i></p> <p>10-13 June First Review / 18 June Second Review</p>
<p>Check on Project Proposal Format Contents</p>

<input type="checkbox"/>	Cover sheet (first page)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Logical Framework	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Programme/Project Justification	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Programme/Project Management Arrangements	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Risks and Assumptions	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Budget	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<input type="checkbox"/>	Progress Report (for supplementary funding only)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	NO
<input type="checkbox"/>	Support Cost	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	YES
<i>Provide concise summary assessment against:</i>				
<input type="checkbox"/>	<i>18 Months Implementation Elaborate</i>			
<input type="checkbox"/>	<i>Agency indirect support cost Elaborate</i>			
<input type="checkbox"/>	<i>General evaluation criteria at annex 2.B. Elaborate</i>			
General criteria for prioritising programmes/projects				
(a)	Must be in line with Guinea Bissau PBF Priority Plan	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		YES
(b)	Recipient Organisation is able to meet high or urgent priority needs with existing level of funding.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		YES
(c)	Addresses high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		YES
(d)	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		YES
(f)	As the improving security situation permits, activities exploit the opportunities presented.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		YES

5. Recommendation of the PBF Secretariat

The Project for Rehabilitation of Selected Prisons complied with the stipulations in the Guinea-Bissau PBF National Steering Committee Terms of Reference and Rules of Procedure. It is recommended that the necessary steps be taken to enable the release of the allocated and approved funding amount to the UN Recipient Organization (UNODC) so that project implementation can be commenced on time, and in accordance with the proposals detailed in Guinea-Bissau's Interim Priority Plan (May 2008) and approved by the Peacebuilding Support Office.

Record of preparations and proceedings regarding Project for Youth Professional Training and Employment

The project proposals were prepared between April and June through collaboration efforts of the United Nations Office on Drugs and Crime and national implementing partners (Ministry of Defence) and reflect the contents of the Project Concept Note for Rehabilitation of Selected Prisons. The project proposals fall within the Government's peacebuilding priorities (Consolidation of the Rule of Law and Security Sector Reform) and implementation of the project will help address critical funding gaps aimed at providing visible results answering the need for secure and adequate physical infrastructures able to host prisoners and detainees in compliance with international standards while focusing on capacity-building of prison staff to handle the challenges of prison administration. Following the submission of the project proposals by UNODC and the Ministry of Justice, a Thematic Technical Review Group was put together (see List of Members on Page 2 above) to review the project proposals and fill in a questionnaire, as well as provide comments and suggestions. The project proposals were also circulated in advance to the Members of Guinea-Bissau PBF National Steering Committee, which convened on 16 June consider the project document. Following deliberations, the Project for Rehabilitation of Selected Prisons was approved by consensus at the PBF National Steering Committee Meeting on 16 June, in accordance with the Terms of Reference and Rules of Procedure of the Committee.

To be completed by the PBF Secretariat on behalf of the National Steering Committee

6. Decision of the Guinea Bissau PBF National Steering Committee (NSC)

YES Approved for a total budget of US\$900,000

- Approved with modification/condition
 Deferred

Reason/Comments
Elaborate

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To be completed by the Multi-Donor Trust Fund Office, UNDP

7. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-UNDP and UNDP-Recipient UN Organizations Memorandum of Understandings and Letter of Agreement with donors (if applicable)

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Date

23/7/06



**GUINEA BISSAU PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**

RECEIVED
JUN 25 2008

Recipient UN Organisation United Nations Office on Drugs and Crime (UNODC)	Guinea Bissau PBF Priority Area: 1 (10); 2 (18); 3.1.2 (26-28)
Project Manager: Name: Address: Dakar, Senegal Telephone: (+221) 33823-8046 E-mail: antonio.mazzitelli@unodc.org	Implementing Partner(s): Min. of Justice Name: Constantino Correia (focal point) Address: Telephone: E-mail:
Project Number:	Project Duration: 12 months
Project Title: Rehabilitation of Selected Prisons	Project Location: Guinea-Bissau
Project Description: The project will address the requirement for secure and adequate physical infrastructures able to host prisoners and detainees in compliance with international standards while focussing on capacity building of prison staff in order to ensure the effective management of prisoners' data files in line with international standards.	Total Project Cost: US\$ 900,000 PBF: US\$ 900,000 Government Input: Other: Total: US\$ 900,000
<p>Peacebuilding Goal Key Immediate Objectives: Under the peace building goal of supporting Government efforts to reform its security sector in order to stabilize the peace process and protect the social development of the country against drug trafficking, organized and other forms of crime, the immediate objective is: To establish a fair, humane and efficient justice system for all by ensuring a strengthened capacity of the prison sector to respond to the needs of the criminal justice system as a whole.</p> <p>Outputs and Key Activities: Paragraph outlining essential details of the project : The project comprises a set of interrelated activities focused on the delivery of three key outputs as follows: (i) Two prisons in Bissau, one in Mansoa and one in Bafata refurbished in line with international standards; (ii) Data management system established for the two prisons in Bissau and the two provincial prisons; (iii) Prison managers and senior penitentiary staff trained with special focus on the management of the data files.</p>	
Thematic review group Review Date: _____ PBF Secretariat Review Date: _____ National Steering Committee Approval Date: _____	

On behalf of:

Signature

Date

Name/Title



19 June 2008

Mr. Antonio Mazzatelli
UNODC Regional Representative for
West and Central Africa



20.06.08

Mr. Pedro D. Costa, ~~Minister~~
at the Presidency of the Council
of Ministers

20/06/08

Mr. Shola Omoregie, Representative of
the Secretary-General in Guinea
Bissau and Head of UNOGBIS



Programme/project Justification

The background to the programme/project, and the approach adopted should be explained. Include a brief description of responsibilities of partner organizations and the capacity building strategy.

Background

- *What experience do the implementing organisations have of working on this issue in Guinea Bissau or countries in similar circumstances?*

Building on the results of previous interventions, the proposed activities complement UNODC initiatives and activities undertaken in Guinea-Bissau in the area of strengthening law enforcement capacities and addressing drug trafficking. In particular, the proposed activities will complement a new multi-year programme focusing, *inter alia*, on the establishment of a specialized unit within the Judicial Police to investigate and combat drug trafficking and organized crime by concentrating on the reform of the prison system. The project will also reinforce the collaboration established between UNODC ROSEN and national authorities over the last 3 years. Several projects currently being carried out by UNODC ROSEN in West Africa involve Guinea-Bissau, including a comprehensive programme on irregular migration and the smuggling of migrants as well as a project on Law Enforcement and Intelligence Cooperation against Cocaine Trafficking from Latin America to West Africa, which foresees the installation of an intelligence exchange database¹ and relevant training to national authorities. In addition the proposed activities build upon the work undertaken by the Senior Consultant posted in Guinea-Bissau from October 2007 until February 2008.

UNODC activities in the area of anti-drug trafficking are unique to the UN system. In its efforts to provide assistance to national authorities to combat drug trafficking, UNODC takes a holistic approach by placing the issues in the broader context of criminal justice reform. For example, experience has shown that a capable prison system including management will go a long way to deter efforts by organized groups involved in drug trafficking.

UNODC assists states in building the capacity of their justice systems to operate more effectively within the framework of the rule of law and in accordance with international standards and norms. UNODC serves as the custodian of the UN Standards and Norms on Crime Prevention and Criminal Justice, including the Standard Minimum Rules for the Treatment of Prisoners and possesses considerable expertise in justice and penal reform matters, including a specific focus on improving the conditions of special or vulnerable populations such as women and children within the justice system. UNODC has in the last two years, in line with relevant mandates from its governing body, the Commission on Crime Prevention and Criminal Justice, been expanding its programming activities in post-conflict countries in conjunction with the UN Department of Peacekeeping Operations.

UNODC contributes expertise on good practices in criminal justice and rule of law technical assistance initiatives in many different contexts, including post-conflict and transitional societies. The Office's specific expertise and comparative advantages in the

¹ Such database, created by Spanish experts, will not be compatible with 1-24/7 although will provide great value added to intelligence gathering, investigations and targeted joint operations.

area of criminal justice and the rule of law provide a strong basis for effective collaborative working relationships with other agencies with complementary mandates and has built a growing body of effective technical assistance strategies based upon practices drawn from lessons learned.

Currently UNODC is engaged in prison reform in a number of other countries including in post conflict and transitional countries. For example, current activities include: a project of prison reform in Afghanistan focusing on vulnerable prisoner groups; a project in Lebanon focusing on the shift of control of the Prison Service from the Ministry of Interior to the Ministry of Justice; and, finally in Southern Sudan, where UNODC is assisting the Government in building the capacity of its prison management to lead the process of prison reform and improve the ability of the Prison Service to address the circumstances of prisoners with special needs. In Southern Sudan this project is being implemented in cooperation with the UNMIS Rule of Law Section, a new model of working within a UN Peacekeeping Mission which can be replicated elsewhere.

As in Guinea Bissau, the prison system had all been destroyed after a lengthy period of civil war. The legal framework and the prison policies and regulations required major revisions and a lack of trained personnel was hampering the rebuilding of the Southern Sudan Prison Service. Lessons learned from Phase I of the project are being introduced to the Guinea Bissau proposal and to a Phase II project in Southern Sudan.

Programme/project approach

- *What problem(s) does the programme/project address? What specific assessments have been made and by whom?*

The penal system of Guinea Bissau is poorly resourced, inaccessible and ineffective in meeting the needs of all the country's inhabitants, with little presence outside of Bissau. While the criminal justice system as a whole is weak across all sectors, particular attention is required in strengthening investigative and prosecutorial functions. In addition, the State's capacity to execute sentences handed down by the courts is seriously undermined by the absence of a functioning penitentiary administration and structure. The emergence of a serious drug trafficking problem in 2006 further highlighted the need for providing the country and its justice system with the minimal instruments (and infrastructures) for upholding the law and giving back some credibility to the institutions responsible for its enforcing. UNODC findings and operational recommendations resulting from fact finding missions carried out by UNODC in 2005, 2006, and 2007 constitute integral part of the Security Sector Reform programme presented in Geneva in November 2006, the 2006 -2007 UN CCA UNDAF exercise, and the July 2007 GB Anti Narcotic Emergency Programme as necessary complement to the initiatives undertaken by the international community (and the European commission in particular) in rebuilding the country.

Following the total destruction of the only prison in Guinea Bissau during the armed conflict of 1998, none of the remaining detention facilities in Bissau meets the United Nations Standard Minimum Rules for the Treatment of Prisoners and other relevant international norms. Due to the lack of functioning prisons, and long delays in the administration of justice, detention centres are often overcrowded and the conditions of detention inhumane. In some cases convicted prisoners and persons under arrest have to be released in order to make room for more dangerous and violent offenders. There is also no functioning prison administration service, with detained persons being the responsibility of the public order police. There is no capacity to transfer prisoners safely between institutions. In this context, those detained for drug trafficking offences are often released after only one week. There is therefore a clear need for more secure facilities.

The absence of adequate detention facilities severely constrain the ability of the criminal justice system to effectively prevent and combat crime by ensuring that serious offenders such as drug traffickers and organized criminals can be incarcerated. This undermines the credibility of the State which is unable to exercise one of its fundamental prerogatives of ensuring the safety and security of its people and territory.

In the absence of prison facilities judges often expediently refrain from passing jail sentences on offenders who have been proven guilty, or shy away from handing down severe sentences against dangerous offenders who might easily take vengeance upon them. As a consequence of the lack of functioning prisons, and the resulting ineffective enforcement of court decisions, ordinary citizens tend to take the law in their own hands, including by resorting to violence.

Out of the three prisons existent during the colonial period only one is partially functioning in Bafatá. In Bissau sentenced individuals, males and females, are kept at the detention facilities of *Primera esquadra*. Individuals under arrest are kept at the premises of the public order criminal police (*Segunda esquadra*) or the Judicial Police. Police stations all over the country have detention rooms where sentenced and temporary arrested individuals are held. It should be noted in particular that no reliable records are kept regarding arrested and jailed individuals, both facilitating escapes and making detained persons more vulnerable to human rights abuses. Officials working within prisons have not undergone any training, are paid irregularly and often resort to support from families and the community to ensure that prisoners are fed.

In January 2006, 101 offenders and suspects were held in detention² of whom 22 sentenced and 79 awaiting trial. Females account for 5 out of the 22 sentenced individuals held; 4 out of the 5 female inmates are of Nigerian nationality. In October 2007, in the *Primera esquadra* prison in Bissau, 36 prisoners being held in extremely poor conditions, including in a basement facility. Over half of the inmates were awaiting trial for serious crimes such as armed robbery and murder and several were foreigners. There are no facilities to detain juvenile offenders separately and in some cases men and women are held within the same facility. There is no adequate system of prisoner records. A visit to a rural prison in Mansoa found offenders incarcerated under poor conditions and again without the effective maintenance of records.

Government authorities acknowledge the challenges that confront them in the administration of justice and express serious concerns as to the increased use of their territory by criminal networks. Improving the overall system of law enforcement and strengthening the capacity of the justice institutions within the country is integral to the broader process of security sector reform which is just getting underway.

- *What are the proposed interventions and how do they help solve these problems? How does the programme/project fit in with the Guinea Bissau PBF Priority Plan? What would happen without the programme/project?*

Accordingly, the current proposal seeks to address the above-identified challenges and constraints by focusing on four key areas:

1. The total absence of proper prisons, current detention centres incompatible with the UN Standard Minimum Rules for the Treatment of Prisoners and other related international norms and standards.

² Break down per detention place: *Primera Esquadra*: 27 of which 20 sentenced and 7 awaiting trial; *Segunda Esquadra*: 47 of which 2 sentenced and 45 awaiting trial; Judicial Police: 27 all awaiting trial.

2. Lack of data management system for prison management.
3. No dedicated prison management capacity and no trained penitentiary staff.

Fighting drug traffic and crimes is a stated key peace building objective of the Government of Guinea Bissau and one of the key issues to be prioritised in the development of an integrated peace building strategy for the country. The increase in drug trade and related serious and organized crime cannot be accommodated within existing correctional facilities. There is an urgent need for secure prison facilities where suspected drug dealers and accomplices can be legally detained while awaiting judicial processes. By addressing the requirement for secure and adequate physical infrastructures able to host such prisoners and detainees in compliance with international standards on the treatment of prisoners, and by developing an effective data management system, the project will contribute to ongoing national efforts to stabilize the peace process and respond to the challenge of drug trafficking and organized crime. The sense of justice being delivered coupled with sentenced persons serving their time will enhance national pride and promote greater belief in the criminal justice system, putting an end on the pervasive feeling that impunity always prevails. Establishing effective rule of law institutions will restore faith in the justice system.

No other interventions for improving the prison system are presently ongoing or planned.

- *What are the expected outputs and activities of the project?*

Outputs and Activities:

Output 1: *Two prisons in Bissau, one in Mansoa and one in Bafata refurbished in line with International standards.*

Following the armed conflict in the late 1990s, Guinea-Bissau's last functioning prisons were destroyed. The non-existence of properly functioning prisons (with adequate sanitation facilities, kitchen facilities, ventilation, etc.) has been identified as one of the main impediments to ensure the administration of justice. The refurbishment of two prisons in Bissau and two selected provincial detention centres therefore lies at the heart of interventions foreseen under the present project. Additionally, a prison administration service within the Ministry of Justice shall be established.

Activities:

- 1.1 Secure detention centre premises to be refurbished in partnership with national authorities, UNODC ROSEN and other international partners, where necessary.
- 1.2 Assessment of refurbishment needs by UNODC and the national authorities including the elaboration of a detailed work plan as well as estimates of costs. Given possible acts of reprisal by trafficking gangs once the prisons are hosting convicted criminals pertaining to drug trafficking cartels or organised crime groups, refurbishment efforts will take into account the adequate protection of all staff, inmates and operational documentation.
- 1.3 Following the thorough needs assessment, the actual refurbishing work will be carried out. It will involve substantial sub-contracting to national contractors. Supervision will be ensured by national authorities and UNODC.

Output 2: *Data management system established for the two prisons in Bissau and the two provincial prisons.*

According to the UN Standard Minimum Rules for the Treatment of Prisoners, "in every place where persons are imprisoned there shall be kept a bound registration book with numbered pages in which shall be entered in respect of each prisoner received: a) information concerning his identity; b) the reasons for his commitment and the authority therefore; and c) the day and hour of his admission and release. No person shall be received in an institution without a valid commitment order of which the details shall have been previously entered in the register". The elaboration and application of a Data Management System aims at addressing these requirements that are currently unmet in Guinea-Bissau's penitentiary administration. Knowledge about the prison population is key to developing long term strategies and interventions to improve conditions and address the special needs of vulnerable prisoners.

Activities:

2.1 Needs assessment carried out regarding detainee file management and the establishment of a Data Management System taking into account national legal frameworks, hardware, software and training requirements.

2.2 Review of intake form requirements and design/ print new forms;

2.3 Procurement of equipment (including software) according to needs identified: All equipment will be procured locally where possible. Specialised equipment will have to be sourced from providers worldwide, following standard UNODC rules and regulations.

Output 3: *Prison managers and senior penitentiary staff trained with special focus on the management of the data files.*

Professionalism of staff is of major importance for the proper functioning and administration of prisons. Besides the absence of corruption, prerequisites include a clear understanding of rules and procedures. Properly trained senior staff will strongly contribute to the effective administration of justice as well as fostering due respect to the right of prisoners by the penitentiary personnel. In addition, the newly established Data Management System will be familiarized to penitentiary staff and magistrates.

Activities:

3.1 Assessment of training needs in prison management, the Data Management System, in partnership with national authorities, UNODC ROSEN, and UNODC HQ Justice and Integrity Unit, where necessary.

3.2 Training for prison managers and staff on use and implementation of Data Management System according to needs identified and work plan elaborated: organisation of venues, dates and liaison with national or (where necessary) international trainers.

3.3 Adaptation and translation of existing and relevant UNODC training handbooks and tools into Portuguese. (See for example tools produced under the Southern Sudan Prison Reform project)

- *What is the expected impact of the project, taking into consideration the essential features of the programme/project's operating environment including the problems and opportunities provided by evolving social, political, institutional and economic context in Guinea Bissau?*

The project seeks to support the ongoing efforts of the Government of Guinea Bissau in reforming its security sector in order to stabilize the peace process and protect the social

development of the country against drug trafficking, organized crime, and crime more generally. The prison reform activities constitute an integral part of the Border Security Sector Reform programme of the Government of Guinea Bissau. By addressing the requirement for secure and adequate physical infrastructures able to host such prisoners and detainees in compliance with international standards on the treatment of prisoners, and by focussing on the development of an effective data management system in line with international standards, a greater belief in the criminal justice system will be promoted, putting an end to the pervasive feeling that impunity always prevails. Establishing effective rule of law institutions will restore faith in the justice system.

- *Who are the main beneficiaries, and how will they benefit? Are there other stakeholders who may gain or lose as a result of the programme/project? How will stakeholder participation be handled?*

The main beneficiaries of the project are (i) prison managers responsible for the operation of prisons, policy development and strategic planning; (ii) penitentiary staff in charge of prison administration and running the prisons; (iii) civilian policy makers within the Ministry of Justice responsible for legal and administrative frameworks relating to the administration of prisons; and (iii) prison inmates themselves, particularly those individuals who are particularly vulnerable to the stresses posed on them by confinement, such as women, juveniles, children imprisoned with their mothers, the mentally ill, the elderly and the infirm.

The population of Guinea Bissau may also be seen as a project stakeholder, benefiting from a decreased incentive to use the territory of Guinea Bissau for drug trafficking operations.

- *Are the needs of particularly vulnerable or marginalised groups addressed? How? Will men, women and youth benefit from the programme/project? How will any gender or youth inequalities be handled?*

In the larger process of prison reform there is recognition of the requirement to address the needs and special circumstances of some specific categories of prisoners, especially women, children living in prison with their mothers, juveniles and the mentally ill, but also the elderly, disabled, those living with HIV and the condemned. Persons detained for offenses relating to drug trafficking may also fall within ones of these special groups. The project, therefore, seeks to address the special needs of these groups in all the envisaged intervention areas by (i) ensuring that the physical infrastructure of the refurbished premises provides for separate facilities for women and juveniles; that the particular needs of mentally ill prisoners are met so that they are, for example, not shackled; and that international standards are adhered to for the treatment of ill prisoners; (ii) that any system of data collection, includes information on categories of prisoners with special needs; and (iii) all training interventions pay particular attention to responding to the needs of particularly vulnerable prisoners.

- *Will the beneficiaries of the programme/project participate in its development and delivery? How?*

The project document is the result of a four year engagement of UNODC in Guinea Bissau which has led to the development and successful launching of a national integrated anti narcotic and transnational crime programme including also a criminal justice administration reform component. Being among the top priorities of the country, the Government of Guinea Bissau through its Ministry of Justice included the proposed component in its SSR programme developed in 2006 already. In 2007 the needs of the criminal justice and penitential system were further stated into the Anti Narcotic Emergency Plan of July 2007 presented by the Prime Minister of Guinea Bissau to the international community at the special Lisbon Conference of December 2007. Being the current proposal part of the SSR programme and the Emergency Anti Narcotic Programme it is the direct result of the continued interaction by UNODC with local

beneficiaries and stakeholders, as well as operational partners from both the UN family, bilateral diplomatic and technical cooperation missions in Bissau and other multilateral partners. In particular, the proposal is the result of continued work with the Minister of Justice, senior officials from the Ministry of Justice, the Director-General of the Judiciary Police and the Judicial Police Liaison Officer at the Embassy of Portugal, delegates of the IRC in Dakar, colleagues of UNOGBIS and UNDP in Bissau. The project will form part of the portfolio of UNODC projects to be overseen by the already established Programme Consultative Board (PCB)², where all relevant stakeholders meet on a regular basis to exchange information, assess the progress of all ongoing UNODC projects and find solutions to any difficulties which might occur. The Programme Consultative Board will also be responsible for monitoring other activities included in the Operational Plan³ developed by the Government of Guinea Bissau in partnership with UNODC.

What are the indicators that will be used to measure the impact of the project?

Relating to Output 1:

- Comprehensive refurbishment needs assessment produced that can subsequently be operationalized.
- Comprehensive equipment needs assessment produced that can subsequently be operationalized.
- Invitation for tender(s) published by the Judicial Police, subject to approval by project coordinator.
- Weekly checking of progress on worksite.
- Prison refurbished.

Relating to Output 2:

- Comprehensive review of detainee file management system carried out with recommendations for new system.
- Comprehensive equipment needs assessment produced that can subsequently be operationalized.
- Equipment obtained and installed.
- Data collection forms revised and printed.
- Training of New data collection system held (see also output 3).

Relating to Output 3:

- Comprehensive training needs assessment produced that can subsequently be operationalized.
- Training plan elaborated.
- Setting of training goals.
- Training plan is put into action by factual organization of venues, timing, logistics, etc.
- Identified training workshop take place.

¹ Also to refer to UNODC project GID AT - Establishment of a Specialized Unit within the Judicial Police to Investigate and Combat Drug Trafficking and Organized Crime for composition and terms of reference for the Programme Consultative Board.

² The Operational Plan, prepared with the technical assistance of UNODC for the International Conference on Drug Trafficking in Guinea Bissau, held in Lisbon, Portugal on 19 December 2007, states as its overall strategic objective to support the efforts of the Government of Guinea Bissau in reforming its security sector in order to stabilize the peace process and protect the social development of the country against drug trafficking, organized crime and crime more generally.

- *Were any alternative approaches considered to the ones proposed? If so why were they rejected?*

The expansion of project activities under the UNODC project "Administration of Justice and Rule of Law in Guinea-Bissau", is envisaged to selected provinces.

- *How does the programme/project relate to existing ministerial structures and how will it contribute to capacity building in ministries? How will it contribute to capacity development in civil society organizations (CSOs) or other national institutions?*

The project's capacity building component will produce a cadre of staff familiar with prison management, through the development of an effective data management system. The combination of adequate physical infrastructure combined with training will contribute to the physical well-being of prisoners while awaiting extradition or judicial processes. A properly administered prison also will reduce the incidence of corruption.

In addition to strengthening the capacity of the Ministry of Justice to respond to the complex needs of its prison system, the project will facilitate and improve cooperation between the Ministry of Justice and the Ministry of the Interior. By ensuring secure detention facilities for persons on remand, the Judicial Police will be better able to investigate cases and prevent the obstruction of justice.

- *What lessons have been learnt from previous experience in this area or type of programme/project?*

Three immediate lessons can be drawn from previous experience: (i) a focus on building the capacity of prison management to lead the process of prison reform; (ii) ensuring that any reform efforts undertaken in prison are also reflected in national level policies aimed at broader justice system reform; and, (iii) ensuring that the focus on security and management issues are balanced also with a management focus on vulnerable prisoners.

In addition, as stated at the outset of the document, UNODC has been involved in similar activities in other countries including most recently Southern Sudan by assisting the Government in building the capacity of its prison management to lead the process of prison reform and improve the ability of the Prison Service to address the circumstances of prisoners with special needs. Specific lessons learned from the Southern Sudan experience include the benefits of having placed a project within a UN peacekeeping operation (i.e. UNMIS) which are immediately recognizable as a model for replication in other post-conflict countries. In this case its partners have been instrumental in ensuring the successful delivery project activities.

Sustainability of the project

- *Is the project sustainable beyond the timeframe of the PBF or is it a one-off, special or time-limited project? If the project is expected to be sustained, what actions are being taken to mobilise future resources beyond the timeframe of PBF funding?*

To achieve maximum benefit, careful consideration will be given to the important issue of sustainability at both the financial and institutional level.

Financial sustainability of the proposed interventions, particularly the provision of running costs for two prisons in Bissau and the two provincial detention centres, will be ensured by an annual allocation in the government's budget, in close cooperation with the Ministry of Justice. It is therefore crucial to foster ownership of the interventions from the beginning and throughout this

project, as sustainability of interventions is ultimately dependent on the political will to continuously finance the institutions that have been refurbished or newly set up.

National ownership will be ensured from the very onset of the project and applies to all activities. Besides the continuous and substantial coordination with national authorities, this will principally also be reflected in the careful selection of individuals receiving training or technical assistance under all proposed interventions. While further phases of reform are envisaged, an ultimate objective of the project is to build a leadership cadre and strengthen the overall capacity of prison management to allow for the maintenance of more sustainable reforms.

In addition, sustainability will be ensured through catalysing lasting change at the level of institutions involved in proposed interventions through the setting up of above mentioned coordination frameworks as well as through the establishment of training structures under the project. It is envisaged that, in the medium term, the activities under this project will be continued and expanded under a larger UNODC project focusing on the Administration of Justice and Rule of Law (GIB JIP 1) for which donor funding has been secured

Management arrangements

Give a brief description of programme/project implementation and monitoring arrangements to ensure the cost-effective and efficient attainment of the outputs identified in the logical framework, including:

- *Programme/project implementation and supervision arrangements; indicate in-country and region based capacity of organisation including length of presence and staff; indicate names, track record and expertise of any implementing partners;*

The project's working structure (by function as the names of individuals are not included here) will be composed as follows:

1. Special Adviser on Transnational Organized Crime (1): Under the direct supervision of the UNODC Regional Representative for West and Central Africa (based in Dakar - Senegal) the Special Adviser will be responsible for leading the project by providing specialised technical expertise; coordinating inputs required from UNODC HQ and other external providers of specialised expertise; keeping direct contacts with national counterparts; plan, monitor and supervise activities implemented at the national level; monitor and certify budget and administrative issues; plan, supervise and coordinate evaluation exercises; and report to UNODC and to the PBF on project progress. *This post is funded through another UNODC project.*
2. National Programme Officer (1): Under the direct supervision of the Special Adviser, the National Programme Officer will assist the International Judicial Expert with the above-mentioned tasks as well as maintain ongoing liaison with the UNODC Regional Representative and his team in Dakar.
3. Administrative Assistant (1): Under the direct supervision of the National Programme Officer, the Administrative Assistant will provide the administrative and secretarial support required by the project. He/she will also ensure due assistance to the Special Adviser, while covering all financial and administrative aspects of the project.

In addition to the above, the project will sub-contract companies to carry out the refurbishment work in the detention centres as will be specified upon completion of the Assessment of Refurbishment Needs, under Activity 1.1 above. An International expert will be sub-contracted to carry out a thorough assessment needs towards the effective development of a data management system and to carry out specific training.

The team will be based in Bissau and will utilize working structures within the premises of UNDP/UNOGBIS. The Special Adviser will function as overall project coordinator. In order to be professionally independent from the judicial administration, it is necessary that the project coordinator is not a national of Guinea-Bissau, who would possibly be restrained in her/his drive to promote penitentiary reform by internal loyalties. This approach may assist in fostering national ownership as the project will be perceived as being guided by a neutral and independent project coordinator.

UNODC ROSEN (particularly the Law Enforcement Section) and UNODC HQ (particularly the Legal Advisory Section and the Justice and Integrity Unit) will provide technical and administrative support as requested by the project team in Bissau. This will ensure that matters go beyond the imminent scope of the activities, a smooth integration with broader criminal justice reform efforts and other ongoing (national and regional) activities. Additionally, as Guinea Bissau is a target country for several other UNODC regional activities, the close coordination will facilitate the creation of synergies.

The UNODC appointed Special Adviser and the National Programme Officer based in Bissau in partnership with UNODC Rosen, UNODC HQ Legal Advisory Section and UNODC HQ Justice and Integrity Unit, will ensure proper planning, monitoring and follow up of project activities. In addition, as mentioned above, the Programme Consultative Board will play a key role in monitoring implementation.

The project will be subject to an external evaluation at any stage during its implementation and up to twelve months following completion. Provisions for an external evaluation have been made in the project's budget. The organization, terms of reference and time of the evaluation exercise will be decided after consultation among participating parties to the activities of the project. The evaluation will assess the project's impact and policy issues arising from its implementation. Prior to the evaluation exercise, UNODC ROSEN will prepare a final report which will constitute the major reference document for such an exercise. The findings of the evaluation exercise will be made public and available to all national and regional counterparts.

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

- *Indicate line ministry or CSO counterpart and extent of cooperation;*

With regard to national activities and to build ownership, members of the Judicial Police and senior staff from the Ministry of Justice will take the lead in defining strategic and operational priorities in close partnership with the UNODC project coordinator. Despite the relatively low capacity of the Judicial Police at the present time, an early integration in activities of all concerned counterparts is indispensable in order to ensure long-term sustainability.

- *Specific delivery mechanism chosen reflecting security conditions and in particular detailing proposed use of international staff in Guinea Bissau both from private contractors and NGOs;*

UNODC operates within standard UN Security Guidelines which applies to all internationally recruited staff.

- *Indicate the overall timeframe for the programme/project, work plan, and timetable for specific activities;*

The project duration is 12 months. A detailed work plan is attached, however many of the activities can only be finalized upon completion of the corresponding needs assessment.

- *Reliability of the costing of programme/project inputs and comparability with other UN organisations; arrangements for procuring and transporting programme/project inputs, to ensure local appropriateness and acceptability, as well as security and value-for-money under the circumstances*

Costs for refurbishment of the prison facilities are difficult to estimate until the needs assessment is completed. The budget estimate is based on the costs of building materials and labour. Procurement of materials and transportation will be handled through UNDP.

- *Systems for programme/project monitoring (including financial tracking and accounting audit), quality control (including lesson learning), and impact assessment; methods for data collection and monitoring*

Please refer to above section on monitoring and evaluation.

Analysis of risks and assumptions

Key assumptions with regard to external factors that are outside programme/project control but nevertheless necessary to the achievement of programme/project outputs and purpose should be stated in the log frame.

The main assumptions and risks concern the extent to which national counterparts are willing and have the means to participate in the completion of planned outputs and deliverables. As this project ultimately aims at the improvement of the judicial administration in Guinea-Bissau, continued support and endorsement of the project's goals and interventions on the part of national authorities is a prerequisite not only for the execution of activities, but also for ensuring sustainability. This requires also the absence of corruption, an issue particularly relevant in the context of this project as the cases handled and the possible influence exercised by drug trafficking cartels due to their enormous financial means can have a seriously detrimental impact on planned interventions. A special emphasis must therefore be put on ensuring participants' integrity to the largest extent possible.

It is also important that adequate security precautions will be taken in order to protect the lives of those individuals who are directly engaged in the fight against drug trafficking through activities undertaken by this project. Any incidence as a result of which project staff or participating national partners have been physically hurt might jeopardise the continuation of the project.

Successful and smooth coordination between all concerned stakeholders is another crucial prerequisite for satisfactory implementation of project activities. This is particularly relevant for senior level relationships. Ensuring as wide an ownership as possible can lessen the dependence on individuals driving the process forward.

The relatively low absorptive capacity of the country's judicial administration both as regards human capacity building activities and the provision of equipment pose the risk of decreasing the possible impact of planned interventions. A realistic assessment of perceived needs and doable improvements can alleviate this.

The procurement of equipment and refurbishing under the different project activities might be hindered by the country's inadequate infrastructure or the lack of material that can be sourced locally.

Unexpected events such as a rapid deterioration of the security situation or political instability would also seriously impact on the project's success.

THE LOGICAL FRAMEWORK

The Guinea Bissau NSC proposes to utilise the log frame below for programme/project submissions because it:

- Has been used in the UN strategic planning process for Guinea Bissau
- It brings together in one place a clear, concise and accessible statement of all of the key components of programme/projects submitted;
- Indicates the logic of how the programme/project is expected to work, separating out the various levels in the hierarchy of objectives, and helping to ensure that inputs, activities, outputs and objectives are not confused with each other;
- It provides a basis for monitoring and evaluation by identifying indicators of success and a means of quantitative or qualitative assessment, which will be essential for reporting on implementation to donors.

Logical Framework for project
"Rehabilitation of Selected Prison"

Attached separately

Logical Framework for project "Rehabilitation of Selected Prisons"

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Peace building Objective: To support the efforts of the Government of Guinea-Bissau in reforming its security sector in order to stabilize the peace process and protect the social development of the country against drug trafficking, organised crime, and crime more generally.</p>	<ul style="list-style-type: none"> • Engagement of the Government with UNOGBIS • Ability of prison management to respond to the challenges of reform; • A strengthened prison service guided by international standards with a more strategic orientation towards reform efforts which meet the needs of all prisoners, including the most vulnerable 	<ul style="list-style-type: none"> • United Nations presence in G-B • Qualitative discussions with senior officials in the Ministry of Justice and senior prison management as well as with external partners 	<ul style="list-style-type: none"> • Political situation in G-B will remain sufficiently stable to allow for project activities to be implemented • Continued support and endorsement of activities by national authorities
<p>Immediate Objective: To establish a fair, humane and efficient justice system for all by ensuring a strengthened capacity of the prison sector to respond to the needs of the criminal justice system as a whole.</p>	<ul style="list-style-type: none"> • The impact of capacity building activities on the process of prison reform 	<ul style="list-style-type: none"> • Interviews with national stakeholders who have undergone trainings to determine impact • Degree to which training outcomes are reflected in policies and practices within prisons 	<ul style="list-style-type: none"> • Political situation in G-B will remain sufficiently stable to allow for project activities to be implemented;

<p>OUTPUT 1:</p> <p>Refurbishment of four selected prisons in line with international standards</p>	<ul style="list-style-type: none"> The assessment report of refurbishment needs 	<ul style="list-style-type: none"> Following recommendations of assessment Site visits 	<ul style="list-style-type: none"> Political situation in G-B will remain sufficiently stable to allow for project activities to be implemented Costs of building materials do not increase
<p>ACTIVITIES:</p> <p>1.1. Assessment of refurbishment needs by an international and a national expert, including the elaboration of a detailed work plan as well as estimates of costs. Given possible acts of reprisal by trafficking gangs once the prison is hosting convicted criminals pertaining to drug trafficking cartels or organised crime groups, refurbishment efforts will take into account the adequate protection of all staff, inmates and operational documentation. The special needs of vulnerable prisoner groups, such as women and children, will also be taken into account by ensuring the separation of these groups within the refurbished prison compound. The</p>	<p>INPUTS:</p> <ul style="list-style-type: none"> International expert National expert Building companies subcontracted 	<ul style="list-style-type: none"> Financial report 	<p>(Activity to output)</p> <ul style="list-style-type: none"> Factors out of programme/project control which, if present, could restrict progress from activities to achieving outputs

<p>refurbishment will also include, inter alia, building of adequate sanitary and cooking facilities, ensuring access to clean water and ensuring electric supply by building a generator.</p> <p>1.2. Following the thorough needs assessment, the actual refurbishing work will be carried out in the four selected prisons. It will involve substantial sub-contracting to local and (where necessary) regional companies. Supervision will be ensured by national authorities and UNODC.</p> <p>1.3. Secure central detention centre premise to be refurbished in partnership with national authorities, UNODC ROSEN and other international partners, where necessary.</p>			<ul style="list-style-type: none"> • Availability of a new prisoners' prison registry & file management system; • Number of prison staff trained on data collection and information management; 	<ul style="list-style-type: none"> • Use of printed prison registry • Availability of information on prison populations • Numbers attending training 	<ul style="list-style-type: none"> • Target groups committed to applying knowledge gained in developing effective policies and operational measures to prison reform;
<p>OUTPUT 2: File Management system established in the four selected prisons</p>					

	<ul style="list-style-type: none"> Development of information management capacity in the 4 prisons 	<ul style="list-style-type: none"> Level and quality of participation in training Target groups committed to sustaining data management system and prison registry
<p>ACTIVITIES:</p> <p>2.1 Needs assessment carried out regarding detainee management in the existing prisons / detention centres and the establishment of a File Management System taking into account national legal frameworks, and training requirements.</p> <p>2.2 Review of intake form requirements and design/ print new forms;</p> <p>2.3 Procurement of equipment according to needs identified: All equipment will be procured locally where possible. Specialised equipment will have to be sourced from providers worldwide, following standard UNODC rules and regulations.</p>	<p>INPUTS:</p> <ul style="list-style-type: none"> International expert Print new forms Equipment procured in line with needs assessment 1 workshop to be held: 	<ul style="list-style-type: none"> Number of prison officials attending Numbers Target groups committed
<p>OUTPUT 3:</p>	<ul style="list-style-type: none"> Number of prison officials 	<ul style="list-style-type: none"> Target groups committed

<p>Training of prison managers and prison administrative staff</p>	<p>trained</p> <ul style="list-style-type: none"> Increased knowledge among trainees on each of training topics (i.e. Standard Minimum Rules) 	<p>training and level of participation in trainings:</p> <ul style="list-style-type: none"> Degree to which training outcomes are manifested in policy and practice 	<p>to attending trainings and willing to implement outcomes of training courses</p>
<p>ACTIVITIES:</p> <p>3.1 Assessment of training needs in prison administration, prison management, and International Standards and Norms regarding the treatment of prisoners and the administration of penal institutions, in partnership with national authorities, UNODC ROSEN, and UNODC HQ Justice and Integrity Unit, where necessary.</p> <p>3.2 Provision of training according to needs identified and work plan elaborated: organisation of venues, dates and liaison with national or (where necessary) international trainers.</p> <p>3.3 Development of training materials in Portuguese based on relevant UNODC handbooks and other tools</p>	<p>INPUTS:</p> <ul style="list-style-type: none"> International expert 	<ul style="list-style-type: none"> training workshops held: <ul style="list-style-type: none"> 4 trainers Venue Supplies Translation & printing of handbook and Misc. training material 	

THE PROGRAMME/PROJECT BUDGET

The budget would utilise the Standard Format⁵ agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PDF project activities.

Budgets could be presented in the following Atlas (UNDP financial system) compatible format;

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
1. Personnel <i>Including staff and consultants</i>	NPO		1	US\$ 52,000
	Administrative Assistant		1	US\$ 20,000
	Expert Data Management System ⁵		1	US\$ 50,000
2. Contracts <i>Including companies.</i>	External Evaluator		1	US\$ 10,000
	Refurbishment Judicial Police Detention facilities ⁶		1	US\$ 370,000
				132,000

⁵ International Expert to be contracted for establishment of file management system, training and mentoring.

⁶ Refurbishment of existing cells and extension to additional facilities after move of the Judicial Police.

<i>professional services grants</i>	Refurbishment 1 ^a Esquadra	1	US\$ 40,000
	Refurbishment Prisão Mansoa	1	US\$ 45,000
	Refurbishment Prisão Bafata	1	US\$ 45,000
	Workshop on data file management ⁷	1	US\$ 25,000
3. Training			
	Translation/ printing of UN Handbook on Prisoners with Special Needs	1	US\$ 30,000
4. Transport		tbc	US\$ 21,000
5. Supplies and commodities	Training supplies		US\$ 2,000
	Surveillance equipment	1	US\$ 20,000
	Computers (prison file management)	1	US\$ 20,000
	Filing cabinets	1	US\$ 2,000
6. Equipment	Gear for prison staff	1	US\$ 10,000
	Miscellaneous equipment ⁸		US\$ 65,500
7. Travel	Vienna – Bissau return x1	1	US\$ 5,000
	Dakar – Bissau return x2	1	US\$ 2,500
8. Miscellaneous	Printing of prisoner intake forms	1	US\$ 2,000
Sub-total			US\$ 837,000

⁷ Four -week training session for 50 prison staff including senior managers

⁸ Provision of basic equipment such as cooking items, mattresses, ventilators and first aid medical kits

837,000

9. Agency Management Support**		7%	US\$ 63,000
TOTAL			US\$ 900,000

* The Standard Financial Report that has been reviewed with the UNXG Financial Policies Working Group.
 ** The rate shall be within the range of 5% to 9%, with overall expected average of 7% of the total of categories 1-8., as agreed to by Recipient UN Organizations in MOU signed with the PBF's Administrative Agent, the UNDP MDTF Office.

Detailed Work Plan for 12 Months 2008-2009

Outcome/Output	Activities	Inputs	Budget	Delivery Date
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<p><u>Output 1:</u> Two prisons in Bissau, one in Mansoa and one in Bafata refurbished in line with international standards.</p>	<p>1.1 Secure prisons to be refurbished in partnership with national authorities, UNODC ROSEN and other international partners, where necessary.</p> <p>1.2 Assessment of refurbishment needs by UNODC and national partners including the elaboration of a detailed work plan as well as estimates of costs.</p> <p>1.2 Following the thorough needs assessment, the actual refurbishing work will be carried out. It will involve substantial sub-contracting to local and (where necessary) regional companies. Supervision will be ensured by national authorities and UNODC.</p>	<p>UNODC Programme office staff</p> <p>Building companies Subcontracted</p>	<p>US\$ 500,000</p>	<p>Aug. 08</p> <p>Sept. 08</p> <p>Feb. 09</p>
<p><u>Output 2:</u> Data management system established for the two prisons in Bissau and the two provincial prisons</p>	<p>2.1 Needs assessment carried out regarding detainee file management and the establishment of a Data Management System taking into account national legal frameworks, hardware, software and training requirements.</p> <p>2.2 Review of intake form requirements and design/print new forms.</p> <p>2.3 Procurement of equipment (including software) according to needs identified. All equipment will be procured locally where possible. Specialised equipment will have to be sourced from providers worldwide, following standard UNODC rules and regulations.</p>	<p>Int'l expert</p>	<p>US\$ 50,000</p>	<p>Sept. 08</p> <p>Dec. 08</p> <p>Feb. 08</p> <p>Oct.08</p>

	<p>3.1 Assessment of training needs in prison management, the Data Management System, in partnership with national authorities, UNODC ROSEN, and UNODC HQ Justice and Integrity Unit, where necessary.</p>			
<p>Output 3: Prisons managers and senior penitentiary staff trained with special focus on the management of the data files</p>	<p>3.2 Training for prison managers and staff on use and implementation of Data Management System according to needs identified and work plan elaborated: organisation of venues, dates and liaison with national or (where necessary) international trainers.</p>	<p>Print new forms Equipment procured in line with needs assessment</p>	<p>US\$ 2,000</p>	<p>Oct. 08</p>
	<p>3.3 Adaptation and translation of existing and relevant UNODC training handbooks and tools into Portuguese. (See for example tools produced under the Southern Sudan Prison Reform project)</p>	<p>1 workshop to be held:</p>	<p>US\$ 117,500 US\$ 50,000</p>	<p>Nov. 08 Feb.08 Oct.08</p>

Dates	6 Month Benchmarks	Indicators of Progress	Status
First 6 Months	Refurbishment is underway of two prisons in Bissau, one prison in Mansoa and one prison in Bafata	Needs assessment report completed	
Second 6 Months	Data Management System is established and training sessions are carried out as identified in the Needs Assessment Report	Number of training workshops carried out Number of computers installed Numbers of prisons registered	
Third 6 months	N/A		