



FINAL NARRATIVE REPORT

Guinea-Bissau

Thematic window
Conflict Prevention & Peace Building

Programme Title:

Strengthening Justice and Security
Sector Reform in Guinea-Bissau

November | **2013**

Prologue

The MDG Achievement Fund was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

**FINAL MDG-F JOINT PROGRAMME
NARRATIVE REPORT**

Participating UN Organization(s)
UNDP (lead agency), UNWOMEN, UNFPA and UNODC

Sector(s)/Area(s)/Theme(s)
Guinea Bissau Conflict Prevention and Peace Building

Joint Programme Title
Strengthening Justice and Security Sector Reform in Guinea-Bissau

Joint Programme Number
MDGF-1956

Joint Programme Cost [Sharing - if applicable]	
[Fund Contribution]:	USD 3.854,817
Govt. Contribution:	USD 0.00
Agency Core Contribution:	
Other:	
TOTAL:	USD 3.854,817

Joint Programme [Location]
Region(s): All coun

Final Joint Programme Evaluation		
Final Evaluation Done	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Evaluation Report Attached	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Date of delivery of final report: 30 October 2013		

Joint Programme Timeline
Original start date May 2009
Final end date May 2013

Participating Implementing Line Ministries and/or other organisations (CSO, etc)
Ministry of Justice, Courts and Public Prosecution; Ministry of Interior; Ministry of National Defence and Freedom Fighters; Ministry of Women, Family, Social Cohesion and Fight against Poverty; Permanent Secretariat of the Steering Committee for the Defence, Security and Justice Sectors Reform; the National Popular Assembly and Civil Society Organizations; Women's and Children Institute (IMC); Permanent Secretariat of the Security Sector Reform ; Faculty of Law of Bissau; Guinean Human Rights League National Committee Against Harmful Practices; Women's Political Platform; Guinea Bissau Network of NGO working on SGBV (RENLUV) National steering Committee, amongst others.

I. PURPOSE

a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

This was a joint programme between UNDP, UNWOMEN, UNFPA and UNODC in a sensitive and complex area for Guinea-Bissau as it relates to justice and security sector reform. Its objectives were to improve judicial and security sector democratic governance and better protect citizen`s rights through legislative reform and improve access to justice for the poor, with special focus on women. The current political context of Guinea-Bissau, with the constant political and military instability does not provide confidence in state institutions to be able to manage such a complex programme directly. The JP received the funds in May 2009 but its actual implementation started very late, only in September 2009 due to serious political events as the killing of the Head of the Military, the President of the Republic, the elections that followed and the killings of two presidential candidates during the elections period.

Since both the political leadership and the armed forces have regarded SSR as a means for consolidating and strengthening their respective positions, which have been in tension and often in contradiction with one another, it is unsurprising that in spite of repeated attempts at SSR, the structure of the armed forces has remained largely unchanged since 1974. The armed forces use rhetoric of compliance with the SSR proposals, but this ends once the status quo is threatened.

The 12 April 2012 coup d'état, on the eve of campaigning for the second round of the presidential elections, in which the former Prime Minister, Carlos Gomes Júnior, was the favorite, ended the longest government since 1998. The coup and transitional arrangements, which included cancellation of the second round of the elections and exile of the PAIGC leader and interim president, deeply polarized the political actors and civil society, as well as the international community. The decision of the PAIGC and four other parties to sign the political transitional pact in January 2013 has ended for the moment months of internal polarization which has been an obstacle to developing a consensual road map to restoring constitutional order.

The country has been at a difficult juncture and the MDG-F JP progress is heavily dependent on SSR progress. The risk of instability was continuously high and the capacity of Government to deal with substantial issues of SSR was low. The importance of the programme was critical for conflict prevention and peace building activities, which deals with several different national institutions as Ministry of Defense, Ministry of Interior, Ministry of Justice, Ministry of Women and Parliament. The programme harmonized approach of the JSSR - MDG JP represented an opportunity to trigger joint common strategic working plan and catalyze efforts for coherent and integrated delivery as one for the benefit of the poor, with special attention to women.

Guinea-Bissau is a fragile State still recovering from its 13-year long national liberation war and the 1998 civil war. Over the past years the country has witnessed a considerable decline in public safety and security, growing impunity and lawlessness and a critical deterioration in the capacities of the police and the judicial sector. Severe economic challenges and extreme poverty are also consequences of this history of violence.

The lack of resources needed to ensure the full functioning of the administrative structures has compromised and discredited the institutions. The symbolic representations of the State are seen as undignified and thus perceived as a sign of weakness. This is notable in the judicial sector which is hardly functioning with a total absence of the state presence in the regions outside of Bissau and a very limited cadre of qualified and independent judges and prosecutors.

The fragility of the state vis-à-vis its law enforcement agencies and the judicial sector have led to perceptions of widespread impunity and a general sense of insecurity amongst the Bissau-Guineans. In general, the administration of justice is deemed very costly and discriminatory to the poor, who are forced to put up with the remains of judicial resources without seeing any results in return. Continuous instability and impunity have led the people to lose trust in the capacity of the justice and security sector to ensure and protect their civil, political, economic and social rights. This in turn generates further conflict as demonstrated by several studies on the causes of conflict and violence in Guinea Bissau. Poor administration of justice has been appointed in studies as one of the main priorities to be tackled for consolidation of peace.

Guinea-Bissau faces major challenges linked to an insubordinate and interventionist military, organized crime and drug trafficking, impunity and human rights violation among others with inter-linked drivers that make Guinea-Bissau vulnerable to political and military instability.

Following the challenging context in which this joint programme operates and the volatile political climate, the programme has been able to substantially contribute to the ongoing security and justice reform process in Guinea-Bissau.

b. List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.

The programme's activities have been structured in order to achieve the following integrated outcomes and outputs:

JP Outcome 1: Judicial and security sector governance improved and citizen's rights better protected through legislative and normative reform.

Output 1: The revision and development of new legislation and regulatory measures in support of justice and security sector reform in line with CEDAW and other women's rights international and regional law framework;

Output 2: Parliamentary oversight of justice and security sector reform strengthened;

Output 3: Increased capacity of relevant ministries to implement the National Strategy for the Restructuring and Modernization of the Security Sector.

JP Outcome 2: Access to justice services for the poor improved, with special focus on women.

Output 4: Enhanced access to justice services, particularly for vulnerable populations, including women

c. Explain the overall contribution of the joint programme to National Plan and Priorities

The Guinea-Bissau JSSR-MDG Joint Programme has contributed, as a concerted effort of UNDP, UNFPA, UNODC and UNWOMEN, to support national priorities and international commitments to strengthen the national justice and security sector reform process, including by introducing conflict and gender sensitive approaches, thereby contributing to the development of a justice and security sector which operates according to the rule of law, reducing the risk that the country will relapse into conflict, and providing fair and effective justice and security services to the people of Guinea-Bissau. The joint programme interventions were aligned with the priorities of the Government of Guinea Bissau.

The program document refers to MDG 3 (promote gender equality and empower women) and MDG 8 (Develop a global partnership for development) as the program objective. However, the mid-term evaluation in December 2010 has showed a relationship between the results of the JP and MDG 3 on gender equality and women's empowerment. Nevertheless, while good governance is mentioned in the description of the eight MDGs, there is none of the 16 indicators that apply to the area of justice and security. Justice, defense and security are areas in which there are unfortunately no specific MDG indicators.

Meanwhile, the program contributes to peace building and conflict prevention, as the lack of a functional and efficient judicial sector contributes to a level of impunity and insecurity affect all citizens and institutions. It is therefore a critical need in relation to the country situation.

The joint programme has used an approach that targets policy development at macro level with capacity building interventions focusing on the legislative and judicial branch. Simultaneously it has placed emphasis on strengthening also civil society throughout all of its outputs for them to be able to better render services at community level. In itself this approach favored sustainability of the interventions. Implementation of the JP so far has tried to ensure that all policy development (National Gender Policy, National Justice Policy, Strategic Development Plan for Parliament, Traditional Justice Research, Priority Plan for SSR) is done in a highly participative and ownership way, with training workshops included for the working groups that are responsible for the policy development and also based on prior research and analysis of the situation that the new policies aim to address.

The Joint Programme was formulated still in 2008 and its implementation started in mid late 2009. Naturally since its inception the dynamics of SSR developments in the country have changed considerably, in particular with the political events of 2009, 2010 and 2012. Naturally, the joint programme also was adapted to the volatile situation faced and it had been doing so through its management mechanisms.

The JP has been closely linked to the UNDAF+ (2008-2012) Outcome 4: *“National institutions take on their responsibilities effectively and play their role in creating a sustainable security environment, thanks to the efficiency and effectiveness of a credible justice system that meets international norms of security in view of consolidating peace and democratic governance while promoting and protecting human rights”*, which denotes integration of security issues in UNDAF+ aligned with national priorities (DENARP-PRSP in English) aims at contributing to consolidating peace and security in the country through in depth reforms and transparent mechanisms of operating security and justice systems.

In its effort in strengthening the Rule of law and justice in the country, the programme adopted a people-centered approach, with strong focus on the demand side of justice that emphasized access to justice in the regions, long-term capacity development and institutionalized training for the judiciary, planning and increased accountability in the sector. The programme approach has been very much institutionalized and based on cooperation schemes between different institutions as the Ministry of Justice, BAR Association, Civil Society with clear legal framework establishing duties and responsibilities for all. National ownership was very high in the programme, also a recipe for success, due to the involvement of all partners since inception even in assessment and studies phases, policy making, legislative option and implementation.

The Guinea-Bissau JSSR - MDG JP represented also an opportunity to trigger joint common strategic working plan and catalyze efforts for coherent and integrated delivery as one for the benefit of the poor, with special attention to women. The Government and state institutions have a fair involvement in programme interventions perceived as being the more important to them. It is important to underline that the MDG fund's presence has largely contributed to allow better harmonization and synchronization planning with others programmes as UNDP RoLS and PBF involved especially in SSR support to strengthen the overall strategy of national justice, security and defense sector reform.

In addition, joint programme interventions were in line with the commitments of the programme implementing UN agencies such as:

- UNDP is committed to provide long-term support to Ministry of Justice in delivering technical assistance to improve Access to justice in the country, contributing not only to provide free legal aid services for the population but also to promote a culture of professionalism and ethic within public service providers and particularly with the judiciary and law enforcement agencies;
- UN WOMEN is committed to support; Ministry of Women, Family, Social Cohesion and Fight against Poverty, Women's and Children Institute (IMC) and CSOs Ministry of Health in improving Gender equality dimensions in national laws, policies and strategies;
- UNODC is committed to support Ministry of Interior and increase capacity in crime management and provide assistance in developing a national strategy for public security, management and gender based violence;
- UNFPA is committed to support various Ministries dealing with effective application of the instruments of legal, social, political protection including the fight against gender based violence and the promotion of gender equity and equality and human rights.

d. Describe and assess how the programme development partners have jointly contributed to achieve development results

At the end of the 4-year programme, judicial and security sector governance and citizens' rights, through legislative and normative reform, and access to justice services for the poor was reinforced and improved, with a special focus on women. The Joint Programme, Strengthening Justice and Security Sector Reform in Guinea-Bissau, has supported national priorities and international commitments. It also intervened in a very sensitive area that is at the core of instability in Guinea-Bissau - security and justice sectors reform.

Its level of complexity comes not only from the area subject in which it intervenes as also from the fact that all its activities are to be approached with a conflict prevention and gender sensitive lens. Additionally, it encompasses interventions at national level but also at regional and community levels, as is the case of access to justice components and all the sensitization campaigns. In 2006, the government of Guinea-Bissau developed a comprehensive strategy for security sector reform. This strategy was developed in coordination with key strategy documents, including the National Poverty Reduction Strategy, which lists justice and security sector reform as the first of the government's priorities. The joint programme results are due to the collective effort by Partner Ministries, UN organizations and CSOs in the preparation, implementation, monitoring and evaluation of JP activities. All focal points partners contributed to the selection of JP tools building on their thematic area of expertise, and participated in all technical groups meeting and PMC meetings.

Longer term support is detailed in the strategic framework for Peace-building in Guinea-Bissau which priorities include the security sector reform, the strengthening of the justice sector, the consolidation of the rule of law and the fighting against drug trafficking.

II. ASSESSMENT OF JOINT PROGRAMME RESULTS

a. Key outcomes and outputs achieved:

OUTCOME 1- Judicial and security sector democratic governance improved and citizen's rights better protected through legislative and normative reform

As a tangible result of its upstream approach, the joint programme largely contributed to support policy definition and undertake analytical research to assess both, institutional capacity, to promote Democratic Governance, and citizen's rights awareness and protection within the most vulnerable groups of the society, included women. The formulation and adoption of the National Justice Sector Policy and Strategic Plan for the Justice Sector, national policy on gender equality and equity, the National Assembly Strategic Development Plan, the Access to Justice Baseline survey (conducted in 3 Regions), the study about the situation of violence against women in Guinea Bissau and the Customary Law Research under 6 main ethnic groups are the main achievements of this effective evidence based policy making support, provided by the joint programme throughout its life cycle. With the National Policy and Strategic Development Plan 2010-2015, the Government was equipped, for the first time, with a critical planning tool to ensure a coordinated, coherent and comprehensive approach to effectively and deeply reform the Justice Sector. Similarly, with the Guinean Parliament's approval of its first Strategic Development Plan, the joint programme had the opportunity to launch interventions to secure implementation of some of the high rated priorities for the National Popular Assembly (ANP), as stated in the development plan, mainly for strengthening its legislative capacity.

The country political, programmatic and legal framework is strengthened ensuring a stronger gender equality dimension. This was possible through a continuous comprehensive consultations process and capacity building with government institutions and Civil Society Organizations. Following on the CEDAW's recommendations for Guinea Bissau (2009) the JP allowed the country to elaborate and validate its first policy on gender equality (PNIEG). Covering over two years, the PNIEG was structured through a very participatory process, going from sectorial seminars, capacity sessions, regional consultative sessions, ateliers with different stakeholders, technical backstopping provided by expert consultants and public session for its presentation and validation.

The participative strategy was also applied to mainstreaming gender in several other country's policies and strategic documents, as is the Policy for the Justice sector, the second generation of the Poverty Reduction Strategic Paper of the Government (DENARP II), the Priority Action Plan of the DENARP II as well as its Public Investment Programme. Additionally a National Action Plan on Security Council Resolution 1325 was elaborated and a national steering committee set up.

The results of the Joint Program are also reflected in the country's legal framework, which is now more gender sensitive. During the implementation period Guinea Bissau has adopted new specific laws regarding women's rights and the fight against all forms of violence against her, revealing a greater commitment to the gender issues. A Law against Female Genital Mutilation has been adopted as well as a Law on Sexual and Reproductive Health that determines the minimum age for marriage, a Law against human traffic, with special focus on children and women was elaborated and adopted and more recently the law on Domestic Violence has been approved in the parliament. A more favorable legal frame will certainly contribute to facilitate the access to justice to the more vulnerable groups, especially women.

A new National Operational Plan to counter illicit trafficking, organized crime and corruption was approved by the Council of Ministers and officially presented on 24 of June 2011. The new Plan covers the period 2011-2014, thus taking over the previous framework covering 2007-2010, with the objective to reinforce Government involvement. The plan was accompanied by a Political Declaration outlining in clear and strong terms Guinea-Bissau's commitment to countering drugs, crime and corruption. The official presentation of the Political Declaration and the Operational Plan was coupled with the presentation of UNODC Response to support the Government. The UNODC support document was developed following consultations with UNIOGBIS, UNODC HQ, UNODC Regional Office for West Africa (ROSEN), the Prime Minister Office and Ministry of Justice Office in Guinea-Bissau under three main areas (i) Law Enforcement, (ii) Criminal Justice and (iii) Drug Demand Reduction including HIV/AIDS prevention, treatment and care. The UNODC portfolio for Guinea Bissau cannot be considered stratified and in different blocks of delivery but it must be seen as a complementary to each and all projects for the country; different projects can contribute positively to achieve the desired good governance goals, which includes also the Millennium Development Goals. The premature death of the President of the Republic on January 2012 and following the first round of the presidential elections, which results were contested by opposition parties, the military staged a coup d'état and arrested the interim President and the Prime Minister on 12 April 2012, that was a strong step back in the implementation of the UNODC portfolio for the country. Due to the specificities of the mandate in fighting drug trafficking and organized crime, as well the strengthening of the administration of justice and rule of law, mitigating risk measures and adjustment of positioning was adopted.

Output 1 - *New legislation and regulatory measures in support of justice and security sector reform in line with CEDAW and other international law and regional law frameworks regarding women rights promoted.*

- ✓ *National Policy and Strategic Plan for the Justice Sector and National Justice Forum:* The Ministry set up a number of working groups comprised of all justice institutions representatives and also civil society and development partners to develop, in a consultative manner, the National Policy for the Justice Sector followed by a Strategic Development Plan for the current five years 2010-2015. This first draft of the policy was publically presented and debated at a National Justice Forum that was held in October 2010, with the presence of the President of the Republic. The forum was the last stage of a more-than-six-month participative process of preparation and debates to draw up the National Policy headed by the Ministry of Justice with the support of the UNDP, and with the regular and active participation of all representatives from the judiciary power and system, magistrates, public attorneys, lawyers, civil society, police, among others. The process has also counted on international partners who have been supporting the justice sector, such as the European Union, Portugal, Brazil and all the United Nations System. The Forum gathered more than 200 participants, representatives from the state (magistrates, public staff, police, army), civil society (lawyers association, religion leaders, non-governmental organizations), and the international community that met on October 2010 in Bissau to provide inputs and conclude the National Policy for the Justice Sector. During the two-day debates, the participants were divided in workgroups according to the thematic areas discussed in the PNSJ: infrastructure, legislation, training and access to justice and citizenship. All the country regions were represented in the groups. The results of the debates were incorporated into the policy final text. The National Justice Policy was finally approved by the Council of Ministers in January 2011 as the key-document to guide actions to restructure the justice sector in Guinea-Bissau for the period 2010-2015.
- ✓ *Support the establishment of new legislation/regulatory measures relating to organic and procedural laws and internal gender policies:* Co-funded by UNWOMEN and UNFPA, in a close partnership with UNIOGBIS/ Gender Unit and other Gender Thematic Group members, a National Gender Policy (PNIEG) was elaborated and adopted based on a national Gender analysis and taking CEDAW's recommendations for Guinea-Bissau (2009) into account, while creating partnerships with all major stakeholders and Ministries. The policy was elaborated throughout a participatory process conducted during over 2 years. Capacity building trainings targeting professionals and decision makers of different public sectors, civil society organizations working in gender and human rights, local and religious leaders and other stakeholders, regional seminars and workshops, expert technical support, working groups and public events spreading awareness on women's human rights were the strategies and tools used to build a very consolidated policy. Two specific teams were created to support the process: a National Technical Team composed by focal points of different ministries and supported by the National Institute of Surveys (INEP) and the Institute of Women and Children (IMC) with the task of collect and analyses sectorial data at a national level and a Multisectorial Writing Committee, supervised by an international gender expert, with the objective of elaborate the context of the policy based on the collect and other relevant studies.

The consultative process involving all sectors and key ministries (Women and the Fight against Poverty, Justice, Economy and Plan, Interior, Defense, Health, Education, Social Communication, Civil Service, National Resources, Agriculture and Fisheries) and different civil society organizations has generated sensibilities and developed capacities to guarantee that the multi-sectorial policy will be owned and implemented by all sectors, but also has strengthened the coordination capacity between different stakeholders. The policy was finalized and validated in a public event and it remains to be soon approved in the Council of Ministries. This process was interrupted due to the Coup d'état of April 2012 and its political and social consequences.

Besides the existence and availability of a consolidated national policy, gender equality dimension could also be mainstreamed in several policy documents, national strategies and actions plans: the second generation of the Poverty Reduction Strategy Paper of the Government (DENARP II), the Priority Action Plan of the DENARP II as well as its Public Investment Programme; into the process of the holistic reform of the Security Sector with the creation and operation of a specialized department for Gender and Human Rights in view to enhance the coordination of efforts made for gender mainstreaming within security institutions; a National Action Plan on Security Council Resolution 1325 was elaborated and a national steering committee set up.

Under UNWOMEN implementing activities the JP also contributed to strengthen the legal framework of Guinea Bissau, enabling the country to adopt specific laws regarding women's rights protection and promoting a more appropriate legal environment to the effective exercise of the right to access to justice. Guinea Bissau has adopted on 2011 the Law against Female Genital Mutilation, a Law on Sexual and Reproductive Health that determines the minimum age for marriage, a Law against human traffic, with special focus on children and women and more recently, on July 2013 the Law against Domestic Violence. These were results of a close partnership between the Parliamentarian Specialized Committee for Women and Children Affairs and the Institute of Women and Children, NGOs working on Sexual and Gender Based Violence and Human Rights in developing several spread awareness activities, as well as advocacy and lobbying strategies, training sessions and others at a national level, targeting public institutions, parliamentarians, local authorities, religious and traditional leaders, women's groups, youth and population in general. Technical and financial assistances were also provided in drafting the legal framework.

Output 2 - Parliamentary oversight of justice and security sector reform strengthened.

- ✓ Throughout the Joint Programme, UNDP supported the Popular National Assembly (ANP) as the main civil management body with responsibility in policy, legislative and budget oversight of SSR. More specifically, UNDP provided a comprehensive support to the ANP that consisted on an diagnosis of the institutional, organizational and technical capacities of parliament and technical commissions for the parliament to fulfill its mandate and in particular to enforce its oversight role on SSR, justice and gender. Based on this assessment, a tailored national capacity development plan was designed for the Parliament, with clear vision, objectives, strategies and activities alongside a chronogram and estimated budgeting. UNDP's support in area of Parliamentary Strengthening focused principally on the Permanent Commissions and targeted the ability to analyze, comment, and revise legislative proposals by these permanent bodies of the ANP. UNDP's efforts aimed to reinforce the legislative capacity of ANP, in particular to advise the Specialized Permanent Commissions of Security and Defense, Constitutional and Legal Commission and the Women and Children Commission. In fact, thanks to UNDP, a Service of Legislative experts (10) were effectively established with the overall function of providing legislative technical support to the commissions above mentioned. This service functioned under the direct supervision of the Assembly under the Technical Advisory Division. Knowledge management tools (a Legislative Manual and guiding procedures) were developed and will further contribute to increase better coordination, between the ANP and the Government, facilitate consultative processes, hence better exercise legislative and oversight functions.

The electoral campaign for the presidential elections during the first quarter of the year as well as the radical paralysis of the activities at the plenary sessions, as a consequence of the April 2012 coup d'état, undermined seriously the agility of the works undertaken by the pool of Legislative Experts at National Popular Assembly. Also the support to Justice and Security Parliamentary for the implementation of its work plan, to improve oversight of the security sector, was not possible to be carried out. Capacity development programmes designed for parliamentarians and members of specialized committees on budgetary audit and parliamentary scrutiny, planned for 2012, were cancelled as a result of the inactivity of the Assembly in consequence of the events in April 2012, and will be addressed in the next future under other programme arrangement when the constitutional order will be fully re-established.

For such reason, the programme according the PMC recommendations, decided to do not renovate its engagement with the Popular National Assembly until a full restoration of constitutional order could promote a secure environment for the respect of the Rule of Law.

Output 3 - Increased capacity of relevant ministries to implement the National Strategy for Restructuring and Professionalization of the Security Sector.

- ✓ *Provide technical support to the government through the Secretary of the Committee de Pilotagem (SCP) and MoJ, MoD, Mol, for the implementation of the National Strategy for Restructuring and Modernization of Security Sector:* The technical Secretariat of the national steering committee (STCP) on RSDS is the national body responsible for planning, implementing, coordinate and monitor all the interventions on security sector reform in Guinea Bissau, at technical level. Equipment and assets were handed over to the Secretariat to support its better functioning, and complied easily its daily coordination and planning work. The UNDP support to this body continues and some visible improvements can be noticed in terms of planning and management.
- ✓ *Conduct an assessment on the skills, gaps and training needs within law enforcement agencies and Ministries of Justice, Interior and Defense through consultations with senior officials and staff representatives and provide training based on the assessment:* As a sequence of an assessment made in 2011, which resulted in a comprehensive report on the training needs of the Ministries of Justice, Interior and Defense, as well as the development of the baselines to a national strategy for public security, management and violence, with particular focus on gender based violence; a second consultancy was launched by UNODC in the last quarter of 2012. Resulting, in the training plans and respective programmatic matters, the establishment of the general and specific objectives as well the programmatic matters of the training modules and the regulations and as well as a draft of the guidelines for the implementation of a pedagogical commission to evaluate the trainings in the Ministries of Justice, Defense and Interior, were the main outcomes reached in close cooperation with technical experts of the above mentioned ministries.

With the training plans and respective programmatic areas developed, the host country authorities will have the necessary strategic guidelines to address, plan a national training policy and implement some training activities, addressing the training needs identified. That will enhance the capacity building efforts, ensuring the optimization of the different training opportunities, contributing for the human resources development inside those Ministries and simultaneously improving their institutional capacity.

- ✓ *Provide training to law enforcement agencies and Ministries of Justice, Interior and Defense on issues related, among others, to administration reform, human resources, crime management, GBV studies, conflict resolution, human rights and international law:* The consequent training of the public employees of the above mentioned Ministries, in the context of creating institutional capacity, based on capacity-building activities, notably training activities was not implemented due to the post-coup and current country situation. It is also important to note that donors which supporting training centers for the security forces suspended its program of cooperation in 2012.
- ✓ *Support the Ministry of the Interior develop and implement a strategy regarding the management of public security, crime and violence including sexual and gender-based violence (taking specific account of gender issues) and a public awareness campaign on the strategy covering Bissau and regions:* To address some training areas that are consider critical, public awareness campaigns in Bissau and in two regions of the national territory on Human Rights and National Strategy on public security, crime management and violence with special focus on Gender Based Violence were conducted in December 2012. In fact the more significant aspect to consider is the direct involvement of the civil society, enhancing the consolidation of community participation in the aspects of public security, in line with a more citizens centered policing approach, especially in what concerns low visibility crimes namely SGBV and violence against children. This was a joint implementation between UNODC, UNDP, UNIOGBIS, UNWOMEN, UNV Programme, the Bissau Guinean Human Rights League and the National Commission for Protection of Disables. These events were held in Bafata, Gabu and Bissau, on December 2012. The number of persons reached by the campaign is estimated at 4,206. These seminars were attended by 68 elements of the public Order Police and Civil Society and each beneficiary passed the message to at least 10 more elements of the civil society, mainly students and police officers.

Around 1050 t-shirts with a very self-explanatory logo on gender equality were distributed to the population of Bafata and Gabu, as well as more than 200 brochures in creole about women's rights, illegal detention, gender equality and access to justice. The sensitization that took place on December 2012, in Bissau was held by five volunteers from the National Volunteers Committee (3 girls/2 boys), that had received training on December 18 seminars. They reached 458 women, 468 men, 767 young men (<25 years) and 833 young women (<25 years) in a total of 2,526 beneficiaries.

- ✓ *Provide on the job training to Ministry of justice and judiciary personnel:* In regard to long term capacity development and institutionalized training for the Judiciary, UNDP intervention aimed to strengthen the capacity of the Judiciary in a systematic and structured manner through in country training tailored for magistrates and judiciary personnel. A combination of both upstream and downstream approach was undoubtedly reflected in the footprints left by the Joint Programme in this field. The Legal framework, that regulated the access to judicial careers by public exam, managed to ensure transparency and accountability throughout the entire competitive process in order to acquire the best candidates as future magistrates for Guinea-Bissau.

Thanks to such a radical transformational change in the life and expectations of national jurists, willing to access to both Magistracies, they can now trust on a highly selective and healthily competitive process, based exclusively on merits rather than nepotism or corruption. The institutionalization of the first National Judicial Training Centre (CENFOJ) was also merit of UNDP technical assistance both, drafting the legal framework that establishes and regulates the CENFOJ in Guinea-Bissau, as well as setting up, staffing and equipping the new educational institution with all necessary means to undertake its mandate. A total of 103 beneficiaries (26% women) including prosecutors, judges and lawyers graduated from the National Judicial Training centre (CENFOJ) since its establishment, including a first class of judges and prosecutors. CENFOJ is expected to keep playing an important role in strengthening the competencies of the judiciary in the future, notably for community courts. Four workshops (Bissau and 3 regions) on access to justice targeting 140 judiciary actors were delivered in support of access to justice services to the population. 200 members from security and defense forces have better knowledge of the SSR challenges, through national and regional workshop launched.

- ✓ *Support the Permanent Secretariat (SCP) to conduct public awareness activities focusing on SSR and gender in Bissau and 4 regions:* An action plan for the SSR campaign was developed by a national consultant and approved by the President of the Steering Committee for SSR. The public launching of the campaign was made in June 2010 during an international conference for the sensitization on SSR in the presence of the Prime Minister and President of the Republic together with the heads of the military and over 200 participants. Brochures on the SSR campaign were produced for the event and widely distributed. The campaign was fielded more consistently since September 2010 with several radio programmes being aired nationally and on the community radios, press articles developed and a Civil Society Organization received funding to support direct sensitization in 4 regions of the country, through seminars and theatre activities. The public information campaign on SSR was successfully implemented through the media and direct sensitizations and awareness seminars and activities in 4 regions. The campaign targeted the population in general and the military in particular. Four Regional Workshops targeting 200 participants from security forces were delivered together with three representations of Theatre plays reaching around 1,000 participants. Additionally six press articles in the main journals were published and over 360 spots broadcasted on SSR on national and community radios as well as five national radio programmes broadcasted. During campaign events brochures, t-shirts, cartons materials were produced and disseminated. Over 1,500 beneficiaries from security forces were targeted through training seminars, and this campaign was perceived as a major achievement by the government and UNDP is planned to launch in the next future a second phase dedicated to proximity training and cascade training with the heads of the security forces.

- ✓ *Strengthen the capacity of the Ministries, state institutions, Public services, CSOs on multi-sectoral approach to eliminate GBV based on the recommendations of the comprehensive study, the domestic violence law, FGM law, and National gender policy:* UNFPA and UNWOMEN worked closely and harshly in providing technical and financial assistance to several stakeholders in order to enhance capacities to better respond to Sexual and Gender Based Violence in the country. Although initially planned to establish a center for women GBV victims, implementing partners, after an analysis of the impact of this approach, decided to tackle the phenomenon through a comprehensive multi-sectoral strategy to more effectively prevent and combat all forms of GBV as well to improve capacities of multidisciplinary response and protection of victims, based on evidences.

In this regard, a comprehensive and participatory study was conducted making available data and analyses of the real situation of violence against women in Guinea Bissau.

For the first time the country had a comprehensive and consolidated study "A Portrait of the situation of Violence Against Women in Guinea Bissau", presenting quantitative and qualitative data, portraits of social perceptions of the violence, illustrative analysis of the phenomenon per regions and also the presentation of root-causes analysis. This tool, which also incorporates recommendations to tackle the phenomenon, was presented in a national event and was truly disseminated during several commemorative occasions, as the International Day for fighting against all forms of violence against women, the International 16 Days of Activism, the International Day of Tolerance Zero and the International Women's Day. This study and its dissemination made possible the Government and CSOs to enhance their knowledge about the situation and to better strategize actions and intervention to prevent and combat all forms of GBV and also to improve the response and support to victims. It became a reference study and source for further surveys and base rationale of others projects and actions proposals which were subsequently funded by other international development partners, with particular emphasis on the European Union. The result of the study also served as a basis for structuring a campaign on women's human rights funded by UNWOMEN under this MDG JP. Following this study and the assessment analysis conducted by an international consultant on the institutional national capacities to respond to GBV, a strategic work plan for six months on fighting against Sexual and Gender Based Violence was elaborated and implemented by different Ministries and NGOs.

In this frame, technical support, consultative meetings, training sessions and institutional support provided have allowed different stakeholders, Ministries and NGOs to be more prepared to apply different instruments of legal and social protection to fight against SGBV and to promote Women's Human Rights.

OUTCOME 2 - Access to justice services for the poor improved with special focus on women

Under this outcome, led by UNDP, UNWOMEN and UNFPA all achievements went beyond the targets established in MDG F JP document. Thanks to the Joint Programme, the country has a legal aid bill and a decree regulating how legal aid can be provided and a higher consciousness about women's human rights has been created. A legal aid scheme was institutionalized bringing together the Ministry of Justice, the BAR Association and civil society organizations.

With the support of MDG Fund (i) five Access to Justice Centers (legal aid offices) were set up in four regions of the country providing legal orientation to the most vulnerable, (ii) five NGOs and public institutions were technically, material and financially supported in strengthening their capacities of response to women victims, (iii) a department of Gender and Human Rights was created into the Ministry of Interior in view to enhance the coordination of efforts to mainstreaming gender into the security sector; (iv) a training of trainers on Gender Equality, Human Rights and GBV was successfully conducted and replicated in four regions, (v) over than eight training sessions on Women's Human Rights, CEDAW, Maputo Protocol and SGBV were provided to national NGOs and government stakeholders and (vi) a comprehensive campaign on Women's Human Rights 134,947 girls and women aged above 14 years old.

Since the establishment of the Access to Justice Centers (CAJs), a total of 2,646 beneficiaries (21% women) have been assisted, through legal information, counseling and mediation. Hundreds of cases related to land issues were addressed by the legal aid centres, mainly through mediation and conciliation. Besides specific activities regarding the promotion of women's access to justice implemented by UNWOMEN and UNFPA, to increase the demand of justice in the communities, the Access to Justice Centers carried out awareness-raising activities and legal awareness sessions, targeting mostly vulnerable groups (including women and children), on children's rights, women's rights, gender equality and illegal detentions. In total, this sensitization reached more than 60,735 people of which 47% were women. By supporting activities to enhance NGOs and government capacities in addressing responses to women's victims needs and by implementing campaign to increase women's knowledge about their human rights, the JP truly contributed to a higher level of consciousness and demand to justice centers but also to reinforce strategies for coordinated interventions and the development of knowledge basis to elaborate different project proposals regarding the combat of GBV and the promotion of rights.

Through the functioning of the Access to Justice Centers (CAJs), UNDP contributed not only to provide free legal aid services to the population but also to promote a culture of professionalism, ethic and transparency within public service providers and particularly within the judiciary and law enforcement agencies. Even though, from the UNDP perspective, Access to Justice cannot be improved if there is no formal justice state present in the targeted regions and for formal justice to function there must be presence of the courts.

Therefore, UNDP managed to leverage on the catalytic effect of the Joint Programme and succeed in mobilize resources to launch a project to enhance justice decentralization, through mobile jurisdictions, at the community level. Access to Justice Centers, combined with “mobile” courts, is a pilot experience that, proven successful, will lead to address good governance, community stabilization and foster future sustainable development.

Following in the JP opportunity to trigger joint common strategic working plan and catalyze efforts for coherent and integrated delivery as one for the benefit of the poor, with special attention to women, UNWOMEN, jointly with UNDP, is making efforts to mobilize funds to implement the initiative of making operational five Cells for Victims Assistance of SGBV (CAVs) within the CAJs. The aim of the proposal is to ensure access to justice for women victims of Sexual and Gender Based Violence through differentiated, skilled and free psychological and social assistance, provided by specifics material and technical resources. UNWOMEN and UNDP are expecting also to increase the confidence of women victims in relation to justice and effective conditions for the reduction of perpetrator’ s impunity and also promoting a culture of non-violence.

Output 4 - Enhanced access to justice services, particularly for vulnerable populations including women.

- ✓ *Assessment on traditional justice, ADR mechanisms and formal justice regarding legal needs and services for the most vulnerable, in particular women:* The access to justice assessment gathered extensive data, quantitative and qualitative, on the status and perceptions of Justice in the country, from both formal and informal service providers as well as from rights holders, in particular the most vulnerable groups identified, as in lack of access to justice.

As the case in most countries with similar characteristics, in terms of Human Development and access to basic public services including the access to judicial services, in Guinea-Bissau there is a undoubtedly coexistence of two system of norms and regulations, including Traditional Authorities and bodies: State Law and Customary Law.

During the first semester of 2011 UNDP completed, published and launched the Access to Justice Assessment in Guinea Bissau and the baseline survey in three pilot regions of the country (Bissau Capital, Mansôa and Cacheu). In the second semester, more concretely in November 2011, UNDP and the Faculty of Law of Bissau and the National research Institute finalized the 2 years extensive research on traditional justice in 6 ethnic groups, with a focus on women’s status under customary law. In this sense, UNDP successfully conducted and exhaustive research to better understand this dynamic, exploring, identifying and organizing customary law and traditional justice principles and norms that regulate the life of most of the citizens in the communities. Such challenging study included a framework of analysis between the customary norms and the state law to assess areas of interface and contact and areas of incompatibility. The overall objective of the study was to foster understanding and knowledge of customary law (in particular focusing on the status of women under the traditional justice mechanisms) and support interface between formal and informal justice.

Thanks to the Customary Law research, the joint programme had the opportunity to actually promote strategies of interface between formal and informal justice in a country that is characterized by the predominance of the later system. Based on the research findings, the joint programme opened the path for future legislative revisions in this area to harmonize state law with customary law, where adequate and in accordance with Human Rights Standards.

- ✓ *Strengthen 5 women’s and civil society organizations in Bissau and regional areas in their capacity to provide legal counselling and conflict resolution services to vulnerable populations particularly the poor and women through financial support, provision of equipment (office, supplies, telecommunications equipment, legal resources etc):* UNFPA provided successfully technical, material and financial support to 5 NGOs (National Committee fighting against Harmfull Practices, the National Network fighting against GBV, the Islamic Youth, Women’s Military Committee, and Women’s Combatants Committee) and to the Ministry of Interior to strengthen their capacities of response to women victims, specially concerning the response related to access to justice. Informatics equipment’s to increase capacities in collecting data, training on Specialized Care, Counselling and Social Assistance to women victims of SGBV and sexual exploitation are some of supports and activities implemented. These activities were created within the National Network for fighting against Women violence in Guinea Bissau as well as within the Ministry of Interior.

Furthermore, there has been a support to settle a mechanism to continuously follow and monitoring the situation on women violence in Guinea Bissau, through the capacity training provided on Installation and Management of databases and documentations, tailoring 2 NGOs (RENLUV-GB and CNAPN), 4 Ministries (Ministry of the Interior, Ministry of Justice, Ministry of Health, Ministry of Women, Family, Social Cohesion and Fighting Against Poverty) and the Institute of Women and Children.

- ✓ *Provide training to CSOs, media, legal authorities, customary and religious leaders on Women's Human Rights and CEDAW related issues (GBV, family law, harmful practices, etc.) and on gender sensitive approaches to criminal matters, conflict resolution, mediation and negotiation:* Under UNWOMEN and UNFPA implementation several training sessions on Women's Human Rights, CEDAW, Maputo Protocol and SGBV were provided to five national NGOs and government stakeholders as well as eight Women's CSOs in a variety of settings and contexts, as for example: Congress of the NGOs and judicial trainings in the context of the elaboration of the National Gender Policy, the workshop with support of the Division of Advancement of Women (DAW) on women's rights and the implementation of CEDAW recommendations for Guinea Bissau held by parliamentarians and decision-makers.

Also Training of Trainers of Women's NGOs on Gender Equality, Women's Human Rights and GBV was successfully conducted and the training was replicated in 4 regions (Bolama-Bijagos, Gabu, Oio and Bissau) tailoring 50 persons per session. The training sessions were filmed and materials published as booklets in order to be used in future trainings sessions targeting other stakeholders. Also materials and documents/briefing notes aimed at decision makers regarding national engagements towards CEDAW and the Beijing Platform for Action, as well as GBV, have been widely disseminated to high-level governmental actors and CSOs. These capacity installed was helpful in many process implemented under this project as was the improvement of the legal framework in a gender sensitive way and the design and implementation of the campaign on women's human rights.

UNWOMEN also supported the Women's Political Platform to advocate and lobby for the increase women's participation in preparation to and throughout the process of the Presidential elections in February and March 2012. In this context all Presidential Candidates signed a formal declaration towards gender equality and women's human rights around International Women's Day 2012.

The Women's Political Platform was continuously supported and the process of its legal formalization has become now a reality. The Platform organized its first General Assembly and is now in the process of elaboration of its Strategy Action Plan, funded by UNIOGBIS and UNWOMEN. These activities regarding institutional capacity building had further catalytic effects in funds mobilization from other international donor to implement projects related to fighting GBV and issues of peace and security. A consortium of two beneficiary NGOs was able to present a joint project proposal which was accepted and funded by the European Union to tackle GBV and to enhance women's participation in process of peace negotiation.

- ✓ *Support the establishment of four legal aid offices targeting legal counselling and representation for vulnerable groups, in particular women:* Thanks to the coordinated joint efforts between UNDP, the Access to Justice Centers, National NGO Human Rights League (LGDH) and the BAR Association, peoples' access to a remedy for their grievances improved radically at the community level. All achievements went beyond the targets established. A legal aid scheme was institutionalized bringing together the Ministry of Justice, the BAR Association and civil society organizations. Five Access to Justice Centers (legal aid offices /CAJs) were set up in four regions of the country providing legal orientation to the most vulnerable. A total of 2,646 beneficiaries (21% women) have been assisted from September 2011 to April 2013, through legal information, counseling and mediation. Hundreds of cases related to land issues were addressed by the legal aid centres, mainly through mediation and conciliation. CAJs carried out awareness-raising activities and legal awareness sessions, targeting mostly vulnerable groups (including women and children), on children's rights, women's rights, gender equality and illegal detentions. In total, this sensitization reached more than 60 735 people of which 47% were women.

The approach that was applied under this output aimed at the broader sense of access to justice encompassing fair and non-discriminative application of the law, information and civic education about laws and legal procedures as well as access to the formal justice system and, if applicable and in respect to human rights standards, to traditional/alternative dispute resolution forums based on restorative justice. The Project contributed to support an approach that institutionalized mechanisms facilitating access to Justice and Justice Service delivery, in particular to the disadvantaged groups of children, women and youth. In that respect, the improved legal aid practice has been the key for the poor and disadvantaged groups to search for their remedies in a speedy and fair way.

- ✓ *Support a community legal awareness campaign covering beneficiaries in Bissau and 4 regions focusing on citizens' and Women's Human Rights and access to legal aid services through information material (pamphlets, posters, FAQs, T-Shirts), and media (print and radio):* A very comprehensive community based campaign was implemented by a consortium of two NGOs (the Guinean League for Human Rights and the National Committee fighting against Harmful Practices). The spread awareness campaign was implemented over 10 months in 5 regions of the country with the highest level of violence against women, benefiting approximately 150 000 persons, including children, youth and adults. 51% among youth and adults are women.

The process has begun with the realization of a consultative meeting with national resource persons from Civil Society who work on Women's Human Rights issues and journalists to analyse the most regularly violated Women's Human Rights – GBV, FGM, early and forced marriage and lack of access to education – who the violators are and who the duty bearers who can protect girls and women and through what means and with which messages to address them. The study "A Portrait of the situation of Women Violence in Guinea Bissau" was the source guide for the meeting.

The strategic approach was to elaborate and awareness raising campaign aimed to improve awareness of rights of rights by the people directly concerned since the legal framework in Guinea-Bissau. UNWOMEN and implementing partners launched the campaign in July 2012 through a 3 day training and pilot *djumbais* to the 55 regional coordinators and local activists in the *Casa dos Direitos*.

During the campaign different strategies were applied, including awareness and peer education, *djumbais*, radio broadcasts, training sessions, dissemination of informative materials. Local animators, regional coordinators and the general coordinator campaign focus on the right of education for girls, the domestic violence, the early and forced marriage, the early and unwanted pregnancy and the female genital mutilation practice.

14 785 boys and girls, 64 514 men and 70 433 women from five regions of the country (Autonomous Sector of Bissau, Tombali, Cacheu, Quinara and Bolama-Bijagos) are now more informed about women's human rights and have a greater knowledge and awareness of the scope of SGBV's phenomenon and more prepared to protect and to promote women's rights, contributing to enhance women's access to the justice. There is a widespread perception of a greater awareness of rights, a lower acceptance of violence, a trend of increased demand for justice services and a greater familiarity of different social and political actors with the theme. The issues of women's rights are well known and spoken. Regarding these achievements there is a common understanding that initiatives to ensure the continuity of the activity are key as for the optimization of invested resources (human, material and equipment), as, and especially, for the knowledge consolidation and enlargement of women and men, girls and boys who would benefit.

b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?

The joint programme, supported in knowledge and skill development, contributed to the national ownership over the reform process and make positive contributions to capacity building, allowing for the necessary support of implementing partners, principally relevant line Ministries, the National Assembly, the civil society organizations and women's organizations in Guinea-Bissau. Under *outcome 1* 'improve judicial and security sector democratic governance and better protect citizen's rights through legislative and normative reform', a series of activities were undertaken aimed at supporting legislative reform processes and citizen participation in law-making, strengthening the capacity of key institutions through targeted training and technical support and support the development of effective oversight mechanisms to monitor the security sector. Under *outcome 2* 'improve access to justice services for the poor, with a special focus on women' activities are to increase the population's access to judicial services, with a focus on the more vulnerable groups, through enhanced awareness of legal rights and the availability of legal counselling and representation, and increasing the quality of such services within civil society organizations and national institutions.

The outcomes were achieved through mutually reinforcing and interlinked activities. Although these activities have an implementing UN agency, each relies on national support for implementation - a feature of the programme deemed crucial for local ownership and sustainability of results. Ownership and joint accountability increased as all governmental and CSOs organizations were involved in decision-making and educated in results based management approach, and participate in all technical group meetings and Programme management meetings. This participatory process has ensured the implementation and effective achievement of the objectives in a timely manner.

The government and state institutions had a fair involvement in programme interventions perceived as being the more important to them. Nowadays, the Parliament is better aware regarding the diagnosis and development plan for improving their capacity, the Ministry of Defense was indeed much better engaged in SSR activities, from the planning and prioritization exercises made so far to the implementation of the national campaign on SSR.

It is also important to underline that the MDG fund's presence allowed better harmonization and synchronization planning with others programmes as UNDP- BCPR RoLS and future PBF involved especially in SSR support to strengthen the overall strategy of national justice, security and defense sector reform.

c. How outputs have contributed to the achievement of the outcomes

The joint programme had two (2) expected outcomes, four (4) JP outputs and seventeen (17) UN Organization specific outputs as per the final version of the approved Joint Programme Document. Following the logic of the chain of results, the realisation of the outputs ensures the fulfilment of the respective Outcomes. As it becomes clear from the analysis of the Monitoring and Evaluation Framework, most of the outputs were over achieved as the targets were higher than expected.

The same framework shows also that most of the outcome targets were realised which as a consequence on how the outcome positively moved towards the expected direction. Although four years is a short time to demonstrate actual changes in impact, the results achieved by the programme, showed in the M&E framework and corroborated by the information gathered during the joint missions, are clear statements that the contribution of the programme was very positive and was able to trigger first change attitudes and behaviours amongst the beneficiaries.

d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation?

The Joint Programme beneficiaries are the following:

Beneficiaries	Expected	Achieved
Population from communities	40 000	219 125
Penitentiary officers	100	81
Judiciary and security actors	400	560
Career staff of Justice	0	103
NGOs and Women's Civil Society Organizations	5	17
NGO's technical staff	200	235
Consultations of Access to Justice Centers (4)	810	2 646

The Programme has been aiming at increasing and improving the quality of judicial services in general, and in particular justice and legal aid services delivered to vulnerable groups at the community level. It has also contributed to democracy and peace consolidation through better governance and accountability of the security sector. While the immediate beneficiaries have been the justice and security sector institutions and those who work in them, users of the justice system, the most vulnerable and women in particular, have been the ultimate beneficiaries of the programme. In addition, communities are better aware and empowered on human rights as well as gender aspects and any related SSR awareness activities.

e. Describe the extent of the contribution of the joint programme to the following categories of results:

Paris Declaration Principles:

The development of the programme had in consideration the ten principles of the Paris Declaration, taking into account the national structures and priorities. From its design, the Programme as made an effort for the national authorities to be in the forefront of the decision taking and the implementation of the activities, at central as well as local level. It also ensured the contribution and participation of a wide range of stakeholders, such as national institutions, CSOs, communities and local radios.

Through the participation of the national stakeholders and the functioning of the Steering Committee and, specially, the programme management committee (PMC), the teams were able to agree regularly on the initiatives to be undertaken, the adaptation resulted from the volatile political situation and the results to achieve, as well as the responsible parties. Following the resulting work plan, it was easy to ensure that the responsibilities fell on the responsible parties. Moreover, due to the interconnection/integration of many of the activities, they were complementary to the execution of others, therefore increasing the joint nature of this approach and thus, the mutual joint accountability.

Delivering as One:

The United Nations launched the “Delivering as One” (DaO) pilot initiative in 2007 to better respond to the challenges of a changing world and test how the UN system could provide development assistance in a more effective coordinated way. The nature of this initiative as a Joint Programme falls under the One Programme principle. Indeed this intervention was jointly developed, implemented, monitored and evaluated by two of the six Resident Agencies in the Country in line with the UNDAF+ 2008-2012 which brings all the agencies together. It allowed for the team in Bissau to look at the wide justice and security sector reform in an integrated and holistic way, drawing on the mandate, experience and expertise of the contributing agencies to address and strengthen the overall strategy of national justice, security and defense sector reform.

The implementation of the programme was anchored in the Resident Coordination Office (RCO), with the Programme Coordinator reporting to the Head of the RCO. This allowed for the development of synergies between the integrating UN entities and linkages between them with their respective mandates and other partners. The RCO was able to provide ongoing support to the Agencies during programme implementation.

This is relevant as enhanced the partnership with other Joint Programmes, with particular emphasis on the other MDG-F supported programme. Indeed, the contribution of the RC and the RCO encouraged the innovative approach of using the same Steering Committee for both Joint Programmes (Justice - SSR and Nutrition). This contributed for increasing the UN system’s impact through a more coherent approach and reduced time consuming for debates and guidance.

The visibility and impact of the programme near the beneficiaries also profited from the capacity of the UN interagency Communication Group and the Communications Officer in the RCO. They supported the programme delivery and the ability of the country team to ‘Communicate as One’ on Justice - SSR and nutrition related issues. The joint external communication has improved and increased the visibility of the programme and fostered support among external stakeholders.

III. GOOD PRACTICES AND LESSONS LEARNED

a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation.

Good Practices:

1- Civil Society Organization and National NGOs:

A number of positive effects were identified as those emanating from the experience of the joint program, including the catalytic effect of the latter regarding the formulation of specific projects of partner agencies. For example, the PC program has contributed to strengthening the technical skills and coordination capacity of the justice sector (Rule of law and Justice) UNDP support programme, and partnership agreements and proposals for joint programs have emerged during the implementation of the MDG joint program.

Moreover, the adaptability nevertheless allowed maintaining certain activities running. Sustainability strategies have been developed based on the experience of the JP, with the formulation of other joint projects.

National partners have benefited from their participation in the joint program (such as the Guinean League for Human Rights (LGDH) and RENLUV) to demonstrate their ability to conduct operations and allowed them to get direct funding from delegation of the European Union in Bissau to continue operations and advocacy awareness in the field of human rights .

Awareness campaign on women's rights has been a particular participatory approach with the creation of a consortium of two national NGOs, the Guinean League for Human Rights and the National Committee for the abandonment of harmful practices (CNAPN) who promoted women's rights in all major regions of North and South of the country during the last ten months of the program (July 2012-April 2013) to 149,800 beneficiaries, 52% of women.

2- National Institutions and partners:

The aspect of sustainability of interventions is a main key lessons learned in the implementation of the joint program, particularly with regard to the activities of the justice sector. Initiatives were undertaken by UNDP including the Supreme Court, in order to avoid the loss of skills, ensuring gradual entry into their new functions of the fourteen judges' trainees with a technical support for one year under the supervision of two advisors of the judiciary appointed until new judges trainees can be formally incorporated into the public process. During the implementation of such activities, agencies and partners tried to better aligned objectives and priorities with the national priorities mainly based on national policy and strategic development plan of the justice and security sector reform sector.

UNDP has also managed to take advantage of the catalytic effect of the joint program and to mobilize the necessary resources (through UNDP- DGTF - Democratic Governance Thematic Trust Fund) for launch in mid - 2013 a project to strengthen the decentralization justice, through the establishment of mobile courts at the community level, especially with those where access to justice centers (CAJ) function.

One can also to be cited is the case of UN Women, which has developed a joint proposal with UNICEF, UNFPA, UNDP and UNIOGBIS for an integrated three-year program on accelerating the implementation of the conclusions of the CEDAW (Convention on the elimination of all Forms of Discrimination against Women) and oriented on further steps to end violence against women. Another initiative for a joint program offered by the same organization was developed with the UNS and the government under the health program (Global H4 + initiative Swedish Sida Grant) for which Guinea -Bissau has been selected.

An another example is the establishment of an office specialized of such human rights and children at the Ministry of the Interior, which in turn has promoted a single facility within the first model police station (MPS) supported by UNIOGBIS in the busy areas of the capital. This facility is also planned for the next twelve models police stations to be supported by the United Nations Mission (UNIOGBIS) within a country wide approach.

3- Joint Coordination Missions:

In the framework of the joint programme, all members of the Programme Management Team (PMT) and local authorities, participated in joint coordination missions that took place every quarter, in (several) project locations, ideally. These missions were specifically intended to analyze, discuss and increase field coordination between all participating actors.

These missions – normally 3 days - facilitated direct contact with local authorities, beneficiaries and population in order to better understand project challenges, activities and impact.

The joint coordination mission practice has increased considerably coordination between all joint project actors at field level. It enabled better understanding, coherence and complementary actions among all actors, and thereby better overall efficiency of project operational activities.

The joint coordination missions had proven to be an efficient and concrete mechanism to increase Coordination at field level. This practice might be useful when projects are complex as they deal with several administrative levels (for instance line ministries, Regional authorities, local communities, etc.), include many actors and different geographic locations. It is possible (and desirable) to replicate this practice on every

complex coordination scenarios, especially in countries where coordination mechanisms are weak or not reliable.

Lessons Learned:

1. It is important to be flexible in the context of chronic instability, but it is nevertheless possible to get things done if partnerships are well established, working in technical and operational level, where political obstacles emerges. Civil society has a key role to play in Guinea Bissau and must be one of the pillars of the partnership strategy, and not to depend on the success of interventions only for the institutions.

2. Strengthening public confidence in the justice system and promoting a culture of ethic and anti-corruption within the society is key for a successful and deep reform of the judicial sector in Guinea-Bissau. Access to justice cannot be improved if there is no formal justice state present in the targeted regions and for formal justice to function, there must be presence of the courts.

3. The work of developing a legal framework and the development of new laws and drafts is a very positive result. But the disclosure of information and the legal framework and the rights of women remains low because the spread is seen as an activity and not as a process of change regarding attitudes and behavior. The lesson is to develop awareness campaigns as a process of behavior change, which must be followed and supported in time and planned as such, rather than as a short-term sensitization activity. This requires a new innovative dynamic education, but also adequate monitoring to assess the outcome of campaigns undertaken.

4. Despite the efforts of coordination, there was no time for initial run of this new program modality. Some actors from the beginning worked alongside the joint programme. Guinea Bissau as a fragile country and complex contexts require a greater corporate support of the UN system. If the future in Guinea Bissau probably requires a more coordinated and integrated action of the United Nations System, the development of future joint programs must be better prepared, more focused on the required policy changes and less on the activities themselves. It takes more effort and focus especially on the changes hoped.

5. When a Joint Programme is implemented, the key and main step that will determine its success is the program formulation phase. In this case the programme formulation phase was neglected, on the one hand due the tight deadlines required by the MDG F and on the other hand due to the underestimate implications and comprehension of the particular challenges of a joint implementation by the agencies. The result is an incomplete logical framework with no realistic impact and sustainability indicators.

b. Report on any innovative development approaches as a result of joint programme implementation

The JP is introducing an innovative and interdisciplinary development work strategy seeking to reach an integrated and holistic approach for the promotion of Justice and security sector reform as top priority for the Guinea Bissau reconciliation and peace consolidation process. Strategy is built along a circular feedback process system, structured along with the following interlinked components: capacity development, policy making and technical assistance, monitoring activities, implementation of best practices and sustainability.

c. Indicate key constraints including delays (if any) during programme implementation:

1. Internal to the joint programme:

The programme had faced challenges related to UN agencies coordination which had mainly to do with the insufficient practice of joint implementation and joint monitoring. There was fair implication in joint planning and fair degree of joint strategic decision making. Progresses were made in information sharing on implementation. Lack of solid and efficient M&E capacity, mechanisms as well as means at regional and local levels needs also were highlighted. Reports quality at the Technical Secretariat of the national steering committee on the SSR reform level had to be improved. It is worth mentioning that during the post-coup

d'état period, from April to August 2012, agencies faced significant challenges to coordinate with governmental counterparts due to absence of legitimate national interlocutors.

The original management structure of the JP did not define clearly the coordination and reporting lines among the four partner ministries. This weakens the information flow and coordination effort among national counterparts on the one hand, and causes centralized coordination by the JP coordinator seated at the Resident Coordination Office on the other hand. Nevertheless, it is important to note that the joint programme arrived to some stage where activities was complementary with others i.e gender awareness and the launched of the clinic aid legal office in the four pilot regions, which demonstrate effective common synergies that came from real joint implementation in integrated process.

The departure of the Communication and Advocacy (C&A) specialist within RCO who provided support to the implementation of the C&A Strategy had weakened the JP capacity to implement efficiently the C&A strategy and its plan.

Continuous regular close liaisons contacts and meetings have been identified to overcome the constraints regarding access and management of funds by two of the implementing agency, UN WOMEN and UNODC which are not agencies resident in Guinea-Bissau, and a reporting mechanism on monthly basis was implemented for effective coordination, and strengthen their performance and delivery.

As it was mentioned earlier, the main constraint derive from the fact that the programme was formulated in 2008 and that some of the activities are no longer adequate and have been properly revised accordingly, taking into account the regular cycle of political and military instability.

2. External to the joint programme:

The coup d'état occurred on April 12, 2012 and the resulting political instability affected largely the implementation of the JP and the ensuing political crisis continue to constitute a serious threat of peace, stability and development in the country. Limited efforts in poverty reduction and capacity development of justice and rule of law institutions could constitute potential sources of social unrest. The recurrent political crisis and institutional instability with constant strikes disrupts developments efforts and creates the image of a non-performing country, leading to fatigue of development partners and the disengagement of the population. This is accelerated by the global financial crisis, which makes the influx of funding unpredictable. The existing divisions amongst international partners does not permit addressing the issues and approaching the national authorities jointly. This undermines the effectiveness of interventions by the partners. The absence of structural reform would leave the current patterns of interference by the military and political establishments in the working of a weak judiciary system unchanged.

The coup and transitional arrangements, which included cancellation of the second round of the elections and exile of the PAIGC leader and interim president, deeply polarized the political actors and civil society, as well as the international community. The decision of the PAIGC and four other parties to sign the political transitional pact in January 2013 has ended for the moment months of internal polarization which has been an obstacle to developing a consensual road map to restoring constitutional order.

Due to this situation, the JP team revised its annual work plan and strategies, adapting it to the current situation in order to be able to continue the implementation of activities in support of all its beneficiaries.

3. Main mitigation actions implemented to overcome these constraints:

The strategic coordination of joint efforts enhanced through regular inter agency and technical team meetings, participative decision making as well as joint monitoring and coordination missions mainly when relevant agencies implemented activities were at similar stages of implementation.

The judicial sector is hardly functioning in the country with a total absence of the state presence in the regions outside of Bissau and a very limited cadre of qualified and independent judges and prosecutors and often perceived as corrupt. Up to very recently, the total inexistence of prisons in the country contributed to the collapse of the criminal justice system. For the past year this situation has improved a little since the country now has two prisons functioning in two regions and thanks to programmes such as the MDG F justice

is also being decentralized with an expansion on access to justice that in the longer term is expected to impact in the confidence of the population *vis à vis* the judiciary.

Following the consequences of the coup d'état, the JP team reviewed and adapted its annual work plan to continue providing support to its beneficiaries. Finally, in order to compensate the delay in implementation caused by the political events and in order to ensure that all planned results were achieved, the JP duration was extended till 14 May, 2013.

d. Describe and assess how the monitoring and evaluation function has contributed to the:

1. Improvement in programme management and the attainment of development results:

The M&E results helped in the decision-making process. The data and information collected during monitoring and evaluations constituted a critical foundation for action. It helped identify problems and decided on corrective measures. Monitoring and evaluation provided critical assessments that demonstrated whether or not the programme satisfied target group needs and priorities.

2. Improvement in transparency and mutual accountability:

Quarterly sharing of progress and estimated financial delivery to the PMC members enhanced the transparency and mutual accountability in programme implementation and management. Work plans and biannual progress reports were submitted to the PMC meetings for review, comments and approval by the PMC members. Also the reports were disseminated to the different stakeholders.

3. Increasing national capacities and procedures in M&E and data:

The biannual monitoring reports submitted to the MDG-F Secretariat were prepared in close collaboration with implementing partners of the project enhancing the government counterpart capacity in updating monitoring tools as well as increasing accountability, inclusiveness and ownership. Quarterly financial and results reports were regularly discussed in PMC meetings promoting joint accountability and monitoring.

e. Describe and assess how the communication and advocacy functions have contributed to the:

1. Improve the sustainability of the joint programme:

Advocacy and communication strategy of the joint programme conducted higher valorization of the justice and SSR challenges by the government, national and international development actors, as well as their commitment to improve the nutritional status of children in order to achieve greater impact in the reduction of child mortality in Guinea-Bissau. The JP was able to produce all listed materials in its communication plan. All materials were designed in a way that enables partners to use them and were widely disseminated including to UNCT.

2. Improve the opportunities for scaling up or replication of the JP:

Through the publications and the media products, the programme was able to disseminate the idea and importance of the MDGs and its linkage to *Promote Gender Equality and Empower Women* (MDG 3) and *Develop a Global partner* (MDG 8). Series of meetings were held within the JP team and with Heads of participating agencies, and it can be stated that there is solid commitment on behalf of agencies, namely UNDP, UNWOMEN, UNFPA and UNODC to continue to invest into justice and Security Sector Reform promotion.

3. Providing information to beneficiaries/right holders:

Several publications and media products were developed in order to help the dissemination of the MDG and Nutrition concepts, these included the following:

- National Policy, Strategic Plan, Technical assessments and studies documentation have being disseminated amongst the different partners as knowledge sharing and assist in implementing vision and objectives for the future programme development.

- Brochures, factsheets and videos: These were distributed on the different stakeholders and the communities within the targeted locations. Also four partner radios broadcast regular messages on the importance of Security sector reform (SSR).

f. Please report on scalability of the joint programme and/or any of its components

In order to ensure the sustainability of the Joint Programme, all its outcomes were fully aligned with and have contributed to the implementation of national policies and strategies such as the PRSP, the National SSR strategy and the National Policy for Justice Sector 2010-2015. The sustainability remains a major challenge due to the general lack of resources and the weakness of the national budget. The country is heavily dependent on external financing. Mainly UNDP and UNWOMEN/UNFPA are making efforts to ensure both continuity of actions, to strengthen institutional capacities and sustainability of activities implemented within the Joint Programme framework. The main initiatives and strategic approaches to achieve both objectives within an effective joint programme exit strategy are the following:

1. Strategic Vision:

The main concern of UNDP is being to identify available options to ensure future sustainability of the tangible results achieved through the JSSR MDG programme and hence capitalize the investment done in terms of institutional building, as the case of the establishment of Legal Aid Schemes in the country (through the Access to Justice Centers) and capacity development institutions, as the National Judicial Training Center.

In order to improve Access and decentralization of Justice, in the aftermath of the JSSR MDG programme UNDP will work on four main strategies: 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 better administration of justice in the region and communities, iii) Creation of proper mechanisms to ensure free legal assistance and representation and iv) Reinforcement of alternative mechanisms for resolution of conflicts at community level and interface with the formal justice sector.

Started a south-south strategic partnership between Cape Verde and Guinea Bissau taking in advantage the historical and cultural proximity in view to strengthening national capacities for combating violence against women (for planning, for building capacities, for engendering mechanisms of inter-sectorial services, to mobilize funds, to address responses to women's victims...). Initiatives in this sense were also taken to support national partners in "training methodology cycle project management" in order to allow them to better identify strategic objectives and to mobilize funds necessary to the continuity of actions.

2. Strategic Partnerships:

By establishing strategic partnerships with other UN entities, namely UNWOMEN and UNICEF, UNDP aims to create further synergies within UNDG members, sharing knowledge and expertise in both areas of intervention, Access to Justice and Judicial Training and Mentorship, to ensure higher protection of citizen's rights, with special focus on vulnerable groups (including women and children), and hence strengthen public confidence in the justice sector.

To enhance Access to Justice to the most vulnerable, the Access to Justice Centers (CAJs) will be the platforms where such partnerships will be materialized, with preventive intervention through tailored legal awareness programmes and sensitization campaigns for women and children, and with responsive aid through psychological and social assistance to women and children victims of violence. The liaison between the Access to Justice Centers and the communities will be ensured by the National NGO "Human Rights League" that will inform the population on legal aid mechanisms available in Guinea-Bissau and how to

recur to them to protect fundamental rights. The activity will be implemented under micro-grant schemes with technical and financial support provided by UNDP Human Rights project.

In regard to Judicial Training and Mentorship, at the established National Judicial Training Center (CENFOJ) a UNDP/UNWOMEN/UNICEF joint effort will ensure that all judicial actors are equipped with courses on equality and gender issues, juvenile justice and children in conflict with the law, issues that are heavily affecting the judicial system in Guinea-Bissau: training programmes to provide in-take career courses for judicial actors as well as continuing judicial education with specific programmes not only of the content of national, regional and international laws and human rights standards but various strategies for applying such principles in local courts.

The recent appointment of the UNW Programme Coordinator for Guinea-Bissau will greatly contribute to a more comprehensive UN intervention regarding gender equality and women's empowerment, especially the much needed technical support for the National Women Machinery and the continuity of efforts for mainstreaming gender in our programs in support of national development

3. *Initiatives for funds mobilization:*

- *In line with the JSSR MDG outcome 2 "Access to Justice services for the poor improved with a special focus on women", UNDP submitted a proposal for a two year project (titled "Justice on Wheels") to the Democratic Governance Thematic Trust Fund (DGTTF) and was awarded with a grant of 300,000 USD. The project objective is to increase access to justice for all, in particular women and children, and build trust on the judicial criminal system focusing on the decentralization of justice services in three regions (Mansoa, Cacheu and Bafata) establishing Mobile Court to provide judicial services in regions and sectors where the court is nonexistent as well as strategic support to the fixed courts.*

- *The next phase of the UNDP/BCPR Global Programme for Justice and Security "Strengthening the rule of law in crisis-affected and fragile situations". UNDP elaborated a concept note and a budget, and will submit the final project document to the Bureau for Crisis Prevention and Recovery (BCPR) Administration for consideration. The UNDP's Bureau for Crisis Prevention and Recovery (BCPR) engagement in this area seeks to enhance physical and legal protection of people and communities, ensuring legal representation, access to justice and empowerment of communities and civil society. The programme will work to develop capacities of justice and law-enforcement institutions. Particular emphasis is placed on tackling sexual and gender-based violence.*

- *UNDP has secured Peace Building Fund (PBF) funding in a total of 1.6 million as envisaged under the UNDP, UNIOGBIS, UNICEF, UNODC joint project "Strengthening Internal Security and Criminal Justice Systems in Guinea-Bissau" earmarked for the construction of two regional courts (in the same location of the Access to Justice Centers) and National Judicial Training Center's permanent facilities. The project document has been signed and the annual Work plan formulated and approved by national authorities. Due to the current political instability in the country which prevails since April 2012, the funds are temporarily on hold until further notice from the Peace Building Secretariat*

- *Following on the efforts for the outcome 2 "Access to Justice services for the poor improved with a special focus on women", UNWOMEN elaborated a concept note and budget for a joint proposal "Acceleration of the implementation of the CEDAW/C/GNB/06's Recommendations, for the call for proposals of the United Nations Trust Fund to End Violence Against Women. The concept note was prepared in close collaboration with national partners (IMC and national NGOs) and is embedded in CEDAW Recommendations for the country and in national policies and plans, which are being implemented with the support of UN Agencies and multilateral and bilateral partners. The programme aims to promote fundamental changes in attitudes and stereotypes underlying power relations between men and women; capacity building, as well as strong and sustained investments in order to contribute to the eradication of VAW. It is a joint proposal from UNWOMEN, UNICEF, UNFPA, UNDP and UNIOGBIS (Gender Unit and SSR). The three main focus of the intervention are: (i) preventing violence, (ii) improving service delivery and (iii) strengthening institutional response.*

- *H4+ SIDA Grant, Global Initiative for Reproductive, Maternal, New Born and Child Health: since*

February actively participation at the technical level in the planning process and in the elaboration of the documents proposal for the operationalization of the joint project.

Guinea Bissau has been selected and included on the Swedish Sida Grant for the H4+ Global Initiative for Reproductive, Maternal, Newborn and Child Health.

The selected UN Agencies including UNWOMEN (WHO, UNICEF, UNFPA, UNAIDS and World Bank) worked closely with the Ministry of Health to propose a nationwide work plan. In this frame UNWomen's participated at all stages of planning, contributing to the design of UNWomen's activities, ensuring the necessary funding amounting 222. 970000 USD as well as the integration of gender approach across the interventions. The UNWomen's entry point was to consider the VAW (Violence against Women) as a public health concern having it directly impacts in the maternal mortality rate and the wellbeing of women and children, increasing the risk of contracting HIV and other diseases.

- *Formulation of a proposal for a joint project UNWOMEN and UNDP "Enhance Access to Justice to Women victims of Gender Based Violence in Guinea-Bissau" (regions: Gabú, Bissau, Oio, Cachéu and Bafatá).* The aim of the proposal is to ensure access to justice for women victims of Sexual and Gender Based Violence through differentiated, skilled and free psychological and social assistance, provided by specific Cells within the Access to Justice Centers. With the operation of Cells for Victims Assistance of GBV in CAJs (CAVs – *Célula de Atendimento às Vítimas*), we are expecting to create conditions for an adequate response to the needs of women victims, to increase the confidence of these in relation to justice and effective conditions for the reduction of perpetrator's impunity and also promoting a culture of non-violence.

The document proposal is part of the efforts and strategies to perpetuate the MDG-F JP's results and to ensure the sustainability of good practices and initiatives developed under the joint project. It is being presented as instrument for funds mobilization for the implementation of news joint project.

This sustainability strategy initiatives captures recommendations of the JP technical team, national authorities and UN agencies as well as external independent final evaluation, and thus reflects the joint vision on how programme interventions benefits are likely to continue after the closure of the project as well as on what can be done in order to continue to support the Government in its efforts to better protect citizen's rights through legislative reform and improve access to justice for the poor, with special focus on women.

The JP has put significant effort in order to implement the identified key priorities for sustainability, namely:

- Reinforce operationally the synergies among the security sector reform promotion components at the community level;
- Assisting the government in the design and elaboration of normative tools as National Policies and strategic development plans according to international instruments. Several working groups have been formed for the Justice Policy, the gender analysis and for the traditional justice research;
- Strengthening the capacity of Civil Society Organization's (CSOs) and National NGOs aimed to implement a comprehensive community Women's Human Rights awareness raising campaign.
- Advocacy for the inclusion of gender and human rights related issues into training curricula;
- Assisting in identifying the needs of the training needs in the three Ministries involved in the security sector reform which incorporate social public expectation towards public services;
- Reinforcing the justice and security components within the existing technical secretariat of the national steering committee on SSR issues composed by development stakeholders;
- Contributing to provide free legal aid services for the population and promoting a culture of professionalism and ethic within the public service providers and particularly with the judiciary and law enforcement agencies;

However, significant joint efforts are still to be done in terms of advocacy and implementation of tools and interventions on policy, community and multidimensional levels.

The JP Justice and SSR is an important programme for promotion of multi-sectorial joint approach to support implementing relevant laws and policies, and providing fair and effective justice and security services to the poor, with special focus on women. Its recommendations for sustainability tools and interventions will be of high added value to governmental and development actors as well as civil society in their efforts to improve judicial and security sector governance through addressing citizen's rights concerns.

IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

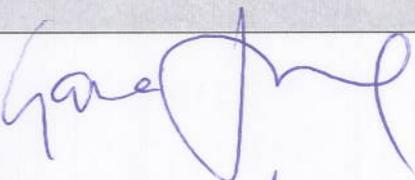
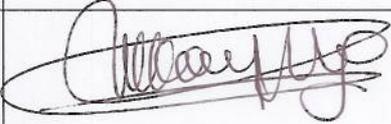
a. Provide a final financial status of the joint programme in the following categories:

1. Total Budget Approved
2. Total Budget Transferred
3. Total Budget Committed
4. Total Budget Disbursed

UN Agencies	Project ID	Total Budget Approved (USD \$)	Total Budget Transferred (USD \$)	Total Budget Committed (USD \$)	Total Budget Disbursed (USD \$)	Delivery Rate
UNDP	00071826	2,551,546	2,551,546	2,551,546	2,551,546	100 %
UNWOMEN	00072695	584,220	584,220	584,220	584,220	100 %
UNODC	GNBU47 FSB 6318	492,746	492,746	492,746	479,847	97,38 %
UNFPA	GNB5G11A	226,305	226,305	226,305	226,305	100%
Total		3,854,817	3,854,817	3,854,817	3,841,918	99,67 %

VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certifies that the project has been operationally completed.

UN Agencies	Name	Title	Signature	Date
UNDP	Gana Fofang	Resident Representative		18/11/2013
UNFPA	Violet Kakyomya	Resident Representative		18/11/2013
UNWOMEN	Laetitia Kayisire	Programme Coordinator		18/11/2013
UNODC		Representative	/11/2013

		Coordinator/11/2013
UNODC		Representative/11/2013

VI. ANNEXES

1. List of all document/studies/communication tools produced by the joint programme

UNDP:

- SSR leaflets June 2011;
- National Policy for the Justice Sector 2010-2015;
- Strategic Plan for the Justice Sector 2010-2015;
- ANP: Manuel de Processo Legislativo e de Legística-Dec 2011;
- National Popular Assembly Strategic Development Plan 2010-2015;
- Inqueritos sobre justicia tradicional (UE-UNDP) Dec 2011;
- Access to justice assessment in Guinea-Bissau: regions of Cacheu, Oio and Bissau Capital;
- Relatorio campanha comunicação RSS June 2011;
- BCPR mid-term review report by Ivan Briscoe - November 2010;
- BCPR Mission Report on Rule of Law Project - Fev 2013;
- 3 comics for Access to Justice and 1 for SSR reform and 3 on Women's Human Rights in collaboration with UNWOMEN (2011);
- Video "Guine-Bissau Pronto pa Reforma na Sector di defesa,di Segurança Ku Justiça " (August 2011)
- Rule of Law and Security (RoLS) quartely News Letters.

UNODC:

- Study of specific training needs of polices agencies and Ministries of Justice , interior and Defense in the area of administrative reform, crime management, court proceedings, gender-based violence, human resources, conflict resolution and international law;
- Training modules and guidelines manual for the implementation of a pedagogical commission to evaluate the training in the Ministries of Justice, Defence and Interior;
- Strategy for public security management.

UNWOMEN-UNFPA:

- The National Gender Policy (PNIEG) - finalized on 2012;
- The Law of Female Genital Mutilation - approved on Parliament on June 2011;
- The Draft Law on Domestic Violence – approved on Parliament on July 2013;
- Study on SGBV "A Portrait of Violence against Women in Guinea Bissau", launched November 2011 (with UNDP, UNFPA);
- Guinea Bissau Human Rights Report 2010-2012 - by LGDH and launched last February 2012 (UNWOMEN-UNDP, UNICEF, UNIOGBIS);
- 3 comics (Bandas desenhadas) for Access to Justice on Women's Human Rights (2011), in collaboration with UNDP/ RoLS;

2. Minutes of the final review meeting of the National Steering Committee (please find attached)

3. Final Evaluation Report (please find attached)

4. M&E framework with update final values of indicators (please find attached).