

management with an entrusted entity (either an EU Member State organisation or a UN agency), which will be selected by the Commission's services using the following criteria:

- Specific mandate and recognition to work on the security sector enhancing institutional capacity and accountability.
- Expertise in providing technical assistance to national security and law enforcement institutions.
- Proven track record in working on national internal security and contributing to the clarification of their mandates as well as their internal governance.
- Significant experience in designing and conducting training and other institutional and individual capacity building (such as experience exchange) for officers at all levels of these forces (high, medium, low).
- Experience in overseeing and supporting public education, public awareness, and advocacy campaigns to foster recognition and trust between security forces and the population.
- Significant experience in and understanding of the Bissau-Guinean context.

The implementation by this entity entails the implementation of all activities and delivery of all outputs under Outcome 1 – outputs 1.1, 1.2. and 1.3.

#### *4.4.2.2 Outcome 2 – More equitable provision of quality justice services, including in the regions outside Bissau and for women and vulnerable groups*

A part of this Action may be implemented in indirect management with the United Nations Development Programme - UNDP. This implementation entails the component under the outcome 2, in particular outputs 2.1 and 2.2. The envisaged entity has been selected using the following criteria:

- Specific and consolidated experience on democratic governance building, rule of law, and inclusive institutions.
- Among the major development partners working on the subject matters in Guinea-Bissau.
- Extensive experience in implementing justice actions in Guinea-Bissau, notably on institutional reforms.
- Supported the Centres of Access to Justice (CAJ) in Guinea-Bissau, which are key to bridge the gap between justice and the overall population.
- Pool of national and international experts on the justice sector and specifically in terms of access to justice.
- Highly regarded development partner of Guinea-Bissau and trusted partner of the justice sector national authorities.

If negotiations with the above-mentioned entity fail, that part of this action may be implemented in direct management in accordance with the implementation modalities identified in section 4.4.3.

#### 4.4.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

If negotiations with the entrusted entities for indirect management described in section 4.4.2 fail for circumstances beyond the Commission's control, the Commission's services may use direct management as follows:

- **Procurement (direct management)**

Technical assistance will be used to achieve the outputs related to the outcome 1 (Improved Guinea-Bissau's internal security governance for more effective, accountable and human rights compliant police services).

- **Grants (direct management)**

(a) Purpose: