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**Project Title:** *Building Forward Better in Guinea Bissau*  
**Project Number:**  
**Start Date:** January 2022 **End Date:** December 2024 **PAC Meeting date:** December 2021

### Brief Description

Achieving the Sustainable Development Goals (SDG) in Guinea-Bissau presents formidable challenges. The UNDP Human Development Report of 2019 ranked Guinea Bissau close to the bottom of the global human development index, 177<sup>th</sup> out of 189 countries, and 174<sup>th</sup> out of 195 countries in the latest SDG index.

The overall objective of the project is to facilitate national efforts to achieve the SDGs in Guinea Bissau by 2030. The objective will be achieved by delivering four project results (outputs):

- Output 1 of the project will raise public awareness of Government intention to achieve the SDGs and identify and mobilise all potential stakeholders to the national effort to be launched.
- Output 2 will support establishment of a functioning 'whole-of-Government' architecture for implementation of the National Development Plan 2020-2023, including capacities of relevant Ministries, Departments and Agencies (MDAs) for design and implementation, monitoring and evaluation, reporting and accountability.
- Output 3 will seek to ensure that the national effort is evidence-based, data-driven, and informed by knowledge of '*what works*'. It will establish a collaborative approach to data and research needs and fulfilment, leverage south-south cooperation wherever relevant, and utilise innovative methodologies to identify good practice that can be replicated or scaled-up as appropriate.
- Output 4 will underwrite the national effort by promoting the key partnerships, financing, and aid coordination arrangements necessary to support SDG attainment in Guinea Bissau.

The SDG edict to '*leave no-one behind*' requires special attention to be paid to reaching out to youth, women, disabled people and any other groups who need support to ensure that their voices are heard, and their interests promoted in the national effort. An inclusive and participatory approach is also considered the best guarantee that the effort will be perceived and accepted as demonstrably for the public good, undertaken in the interests of all, and in accordance with the rule of law, fairly applied.

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<p><b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b>  <b>By 2026, Guinea-Bissau has achieved structural economic transformation driven by enhanced productive capacity, value addition, blue economy and inclusive green growth that leaves no one behind, while capitalizing on SIDS characteristics and ensuring sustainable use and protection of natural resources.</b></p> <p><b>Indicative Output(s) with gender marker<sup>2</sup>:</b>  <i>All Outputs are scored gender marker 2, with the exception of Output 4, the nature of which makes limited contribution to gender equality (GEN 3).</i></p>	<b>Total resources required:</b>	3,040,200.00	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	900,000.00
		<b>Donor:</b>	
		<b>Government:</b>	
		<b>In-Kind:</b>	
	<b>Unfunded:</b>	2,140,200	

**Approved by:**

Tjark Marten Egenhoff  
Resident representative

**Signature:**



**Date:**

17/12/2021

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## I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The 17 SDGs are **integrated**—that is, they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability. Through the pledge to *Leave No One Behind*, countries have committed to fast-track progress for those furthest behind first. The SDGs are designed to bring the world to several life-changing ‘zeros’, including zero poverty, hunger, AIDS and discrimination against women and girls.

Achieving the Sustainable Development Goals (SDG) in Guinea-Bissau presents formidable challenges. The UNDP Human Development Report of 2019 ranked Guinea Bissau close to the bottom of the global human development index, 177<sup>th</sup> out of 189 countries, and 174<sup>th</sup> out of 195 countries in the latest SDG index.

Guinea-Bissau has a history of political and institutional fragility which dates to its independence in 1974; the country has since experienced frequent changes in government, including military coups. Military engagement in the political and economic spheres is strong, rendering the state illegitimate to many of the citizens. Reforms, strategies and policies implementation have slowed down or been postponed for many years.

The lack of a professional civil service in government, corruption<sup>1</sup> and weak state institutions, especially at the local level, has challenged the provision of public services to the population, particularly in regard to education, health, potable water and sanitation. Approximately 70% of the population lives below the national income poverty line<sup>2</sup>. Since 1990, the population has almost doubled to around 1.8 million<sup>3</sup>, with more than 60% of the population aged under 25<sup>4</sup>. More than half of the population is illiterate<sup>5</sup>, with wide disparities, especially when disaggregated by gender (literacy rate is 62,4% for men vs 30,7% for women). Guinea-Bissau is considered to have the second most fragile health system in the world<sup>6</sup>. The country has one of the highest prevalence of HIV, tuberculosis and malaria infections in West Africa and one of the highest maternal mortality rates and lowest life expectancies globally.

While the country is judged to have made progress on SDG 3 (Health), due to improvements in under-five mortality rates and reduced malaria incidence, the lack of reliable statistical data makes it difficult to follow progress of other SDG indicators and constitutes a major constraint to formulating, monitoring and evaluating development policies and strategies.

There is a high correlation between political instability and low levels of economic development, which – coupled with uncertain regulatory and policy frameworks – has limited foreign direct investment to less than 21 million US dollars per year. Economic growth remains fragile, narrow based, erratic, (fluctuating sharply between negative GDP growth of minus 1.7% in 2012 to 4.6% in 2019) and based on a high degree of informality<sup>7</sup>. In 2019, agriculture, fishery, and forestry contributed around 53% of GDP, while industry, manufacturing, and services sectors contributed around 13%, 11% and 37%, of GDP, respectively. Economic growth is mainly driven by private consumption and exports of cashew nuts, which account for more than 90% of exports, around 80% employment (mostly smallholder farming and seasonal daily labor) and 13% of government’s revenue. Fish and wood account for 7% for 3% of exports, respectively.

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<sup>1</sup> Guinea-Bissau ranks 172 out of 180 countries in the 2018 Transparency International Corruption Perceptions Index. See: <https://www.transparency.org/cpi/2018>

<sup>2</sup> The national incidence of multidimensional poverty (MPI) reaches 67,3% of the population, with large regional disparities. The rural headcount for poverty stands at 75,6%, according to World Bank Data.

<sup>3</sup> World Bank data, 2018

<sup>4</sup> UN Population Division, 2017. See: <https://www.un.org/en/development/desa/population/index.asp>

<sup>5</sup> World Bank data, 2014.

<sup>6</sup> Only Somalia ranks lower. Global Health Security Index, ?

<sup>7</sup> <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=GW>

The majority of the population and the economy are dependent on natural resources, particularly agriculture and fisheries<sup>8</sup>, for subsistence as well as income, and both sectors face immediate threats from climate change, particularly sea-level rise and desertification. Increased flooding and saltwater intrusion are affecting coastal areas in the south, and water scarcity and droughts are affecting the north of the country. Unemployment of women and young people, particularly in urban areas, is a major source of concern and a latent threat to stability and peace since young people are those disproportionately affected by poverty<sup>9</sup>. All future investment in socio-economic development must be climate-proofed: independent climate change fragility assessments must underpin the planning process to build resilience to shocks, support adaptation and mitigation, and ensure long-term sustainability.

The impact of the COVID-19 pandemic in Guinea Bissau has exposed as well as exacerbated existing structural weaknesses and vulnerabilities, particularly in regard to economic growth, governance, infrastructure, and limited health and social protection provision. A UNDP COVID-19 Socio Economic Impact Assessment in Guinea-Bissau<sup>10</sup>, published in June 2020, attests to the particular impact of the crisis on the poorest and most vulnerable segments of the population, mostly relying on small-scale agriculture and natural resources. The pandemic has also hit remittances, a critical source of income flows to households.

The full impact of health related economic and social consequences is yet to be seen but is likely to be severe. Lockdowns delayed the 2020 cashew harvest, the main economic event of the year, reducing the incomes of 80% of the population. Women were disproportionately affected as their engagement in informal economic activities drastically slowed down and the burden of domestic care increased. As elsewhere, it is feared that confinement measures may have led to increased rates of domestic gender-based violence.

In terms of mitigation measures, the very limited existence of social protection schemes and depleted public finances leave the government with little ability to provide a safety net for its population or to deliver a stimulus to the economy<sup>11</sup>. Debt relief agreed with the International Monetary Fund (IMF) and the World Bank (WB) should free up some fiscal space, but the budget deficit is forecast to rise to 10% of GDP, and Guinea Bissau will remain heavily reliant on Development Cooperation Partners to drive immediate recovery as well as the longer-term national effort toward SDG attainment.

The current Guinea Bissau National Development Plan 2020-2023 prioritises development of productive sectors of the economy and infrastructure (62% of expenditure) in combination with reform of the economy and the promotion of growth and employment (9%) as well as enhancement of human capital and the improvement of living conditions of populations (6%). While overall objectives are clear, lack of Government capacity for data collection and analysis, strategic development planning, implementation and monitoring, all remain structural constraints to their achievement.

The management of public finances and the mobilization of fiscal resources are also recurring challenges. Political stalemate in the National Assembly has delayed moves to implement a Medium-Term Expenditure Framework (MTEF) and has posed challenges to approval of the budget in recent years, neither of which augur well for effective implementation of the government's development plan and which will hamper parliament's ability to provide oversight and hold the executive to account.

While a Donor Conference held in Brussels in March 2015 was instrumental in attracting around USD 1.4 billion in pledges of international support to Guinea Bissau, most of this aid did not arrive due to the country's political instability. Renewed efforts at resource mobilisation for the new National Development Plan, and for the overarching 2030 Agenda, must be accompanied by stronger Government systems and capacities for effective aid coordination and harmonisation.

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<sup>8</sup> Agriculture accounted for over 47% of GDP and employed 88% of workers. (World Bank, 2018). The agricultural sector is not diversified, and the country's economy is based on the monoculture of cashew nuts, making it vulnerable to price volatility

<sup>9</sup> 80% of the poor are between the ages of 15 and 35

<sup>10</sup> See [https://www.gw.undp.org/content/guinea\\_bissau/en/home/news-centre/covid-19-socio-economic-impact-assessment-in-guinea-bissau.html](https://www.gw.undp.org/content/guinea_bissau/en/home/news-centre/covid-19-socio-economic-impact-assessment-in-guinea-bissau.html)

<sup>11</sup> In 2019, government expenditure surpassed total revenue by 20%, causing delays in public salary payments and a fiscal deficit of 4.1%.

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## II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The theory of change is based on the fundamental assumptions that: first, the outputs listed below are instrumental in challenges identified in the previous section and, consequently, achieving inclusive growth and sustainable development; second, the outputs can be achieved through interventions in five priority areas; third, a vertical & horizontal coordination between national authorities is implemented and maintained to support capacity, stability, and long-term visions across the domains of interventions of UNDP in Guinea-Bissau.

1. *Public Awareness of the SDGs is raised, and a broad range of stakeholders are engaged in an inclusive and participatory national effort to achieve them.*
2. *A functioning National Development Planning System (NDPS) is in place, supported by appropriate accountability and oversight mechanisms and strengthened fiscal management systems.*
3. *National development efforts are evidence-based, data-driven, and informed by global best practice.*
4. *National development efforts are evidence-based, data-driven, and informed by global best practice.*

Hence, more specifically, challenges identified in the previous section can best be addressed by project interventions in five priority areas that logically and cumulatively comprise a theory of change as to how Guinea Bissau can most quickly and efficiently implement the 2030 Agenda.

- 1) The starting point must be **public awareness** of Government intention to achieve the SDGs, and the **identification and mobilisation of all potential stakeholders** to the national effort to be launched. This should not be restricted to activities in and around Bissau, or to professional and organised advocacy groups. A nationwide campaign must be undertaken, and a variety of means – traditional and innovative – utilised to engage the broadest possible coalition of actors. The SDGs represent a global framework to which all countries are committed and afford both opportunity and obligation to take an inclusive, participatory and potentially consensual approach to the definition of development challenges and the integrated approach necessary to achieve them. Local communities, traditional leaders, parliamentarians, NGOs and CBOs, the media, academic institutions and the private sector – all should be informed and engaged in the national effort. The SDG edict to ‘*leave no-one behind*’ requires special attention to be paid to reaching out to youth, women, disabled people and any other groups who need support to ensure that their voices are heard, and their interests promoted.

An inclusive and participatory approach is also considered the best guarantee that the effort will be perceived and accepted as demonstrably for the public good, undertaken in the interests of all, and in accordance with the rule of law, fairly applied.

- 2) The pathways to SDG attainment are always and everywhere a matter of political choices, expressed through preparation and adoption of specific **national and local development strategies** by Governments of the day. In Guinea Bissau, UNDP was previously actively engaged in supporting Government to ensure alignment of the objectives of *Terra Ranka* and later the *Hora Tchiga* with SDG attainment, and similar support should be extended to the current National Development Plan, 2020-2023, as well as to all related development planning documents at both national and local levels.

In addition to ensuring that both the planning and implementation of development strategies and action plans are inclusive and participatory, sustaining public goodwill and buy-in requires that all

processes are conducted in a way that is demonstrably transparent, accountable, and rights-based; appropriately targeted, suitably informed and collaborative, as well as subject to ongoing processes of coordination, monitoring and evaluation, and programmatic adjustment.

Collectively these requirements argue for establishment of a **National Development Planning System**, the architecture of which is likely to involve multiple entities eg, an overarching coordinating entity, Line Ministries responsible for delivery of public services, National Statistics Institute, Ministry of Finance and Ministry of Foreign Affairs – as well as the National Assembly, National Audit Authority and Human Rights Commission to ensure a rights-based approach as well as Government accountability for results, funds and efficiency (cost-effectiveness).

Limited and precious resources must be carefully targeted to ensure they achieve the most effective impact, and the current reality of weak governance and poor absorption capacities must be recognised and addressed. Enhancing delivery of public services to advance the SDGs will need to be closely accompanied by effective accountability and oversight mechanisms to ensure that services are delivered in a timely, quality manner and that those communities most in need receive maximum benefit for resources expended.

Related to this is the issue of Government **reporting of results** achieved, maintaining communications with all stakeholders mobilised in support of the national effort (priority area one above), and ensuring the requisite levels of transparency and accountability necessary to attract and sustain the national and international investment that will be required to build results into outcomes and SDG attainment.

- 3) All development interventions must be **evidence-based**, data-driven, and informed by knowledge of *'what works'* in each context, how and for whom. While important sources of information exist for Guinea Bissau, key gaps in knowledge remain, and additional research and data collection must be collected to allow baselines, targets and success indicators to be established, and for the logic and approach of specific interventions to be identified.

Guinea Bissau's national effort to achieve the SDGs, and the national and local development plans that comprise that effort, must be subject to rigorous regimes for **monitoring and evaluation**, to measure progress toward targets and the cost-effectiveness of each and every intervention. Capacities of Government will need to be strengthened in this regard. It is important, however, that M&E frameworks and regimes are also developed and implemented in an inclusive and participatory way, involving all stakeholders, not least beneficiaries themselves, to ensure that initiatives continue to meet evolving needs and in order to build local community ownership of process and results.

If no-one is to be left behind, then specific attention must be paid to assessing the situation of the marginalised and the vulnerable, to ensure that their needs, and the best ways to meet them, are well understood and integrated into development response. All studies should integrate a gender lens to ensure that due attention is paid to the different experiences of men and women, and all data collection, M&E frameworks, and budget allocations should be suitably gender disaggregated.

Wherever possible, a **collaborative approach to research** should be taken that brings together relevant Government Ministries, Departments and Agencies with national academic institutions and international actors, to identify knowledge gaps and ensure a common, coordinated agenda that gives rise to consistent, comprehensive and comparable data, available to all stakeholders.

Related to this is the need to identify potential new ways of spurring inclusive development in the Guinea Bissau context and resources should be dedicated to the identification and piloting of **innovative new approaches**, and to the dissemination of knowledge of global best practice. South-south cooperation should be further explored, for example by learning more from other Small Islands Development States (SIDS) in the areas of green energy, blue economy and tourism, digitalization/public administration reforms, green climate fund, etc.

- 4) Beyond the need to pool and combine data, research and analysis, achieving the SDGs in Guinea Bissau will require galvanising broad and effective **partnerships** between Government, regional and continental institutions, UN agencies, development banks, international and local NGOs, private sector and civil society actors. As far as possible, acknowledging the different perspectives and interests that will always exist, such partnerships should be predicated on shared commitment to the development of a common understanding of sustainability, vulnerability and resilience; enhanced collaboration and **coordination** in development planning and implementation; effective leadership for collective outcomes; strategies for reliable **financing** and suitable financing modalities to turn vision into action.

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### III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

#### ***Expected Results***

The overall objective of the project is to facilitate national efforts to achieve the SDGs in Guinea Bissau by 2030. The objective will be achieved by delivering four project results (outputs), broadly corresponding to the priority areas for intervention identified in the theory of change above.

**Output 1**     *Public Awareness of the SDGs is raised, and a broad range of stakeholders are engaged in an inclusive and participatory national effort to achieve them.*

Activity 1.1.   The project will plan and implement a nationwide campaign to raise awareness of the SDGs, comprising a broad range of activities, tailored to engage different audiences and key stakeholder groups, and delivered via appropriate channels (see other Output activities below).. UNDP will establish Focus Groups and simple survey techniques to measure public awareness and understanding of the SDGs, levels of individual and community interest to participate in the design, implementation and/or monitoring of development initiatives. The project will aim to deliver an overall 50% increase in awareness and interest over the course of its duration, from baselines to be established at inception. As per the project strategy, all data will be disaggregated according to gender and in regard to vulnerable and/or marginalised groups.

Activity 1.2   SDG information materials will be designed and disseminated for display in national and local Government offices, schools, health centres, police stations etc., aimed at the general public. Learning materials, presentations and debate events on the global SDG framework and national efforts to achieve them will be prepared and implemented by civil society partners, for school children and university students.

Activity 1.3   Dialogue and consultation forums for development planning, brainstorming, think-tanks events, and SDG training 'boot camps' will be organised for multiple stakeholders, and an annual Civil Society Forum will be held to discuss challenges and responses and to share emerging good practice and results achieved.

Activity 1.4   Briefings on the SDGs will be arranged for political parties and parliamentarians with a view to consolidating cross-party support to the *need* to achieve them, and to stimulate political debate on *how* best to do so.

Activity 1.5   Private sector engagement, via informal but regular round-table meetings, will seek to bring key economic actors together to consider how best to embed the SDGs into their decision making and practices; the enabling policy and regulatory environments required to do so, and the potential for private-public partnerships initiatives.

Activity 1.6 SDG information kits for the media, regular press releases and briefings on progress and case studies will be prepared for the media on an ongoing basis, in conjunction with the UN Communications Office in Guinea Bissau.

**Output 2** *A functioning National Development Planning System (NDPS) is in place, supported by appropriate accountability and oversight mechanisms and strengthened fiscal management systems.*

Activity 2.1 UNDP and the World Bank (WB) will work jointly to propose options to Government for the architecture, infrastructure and operational modalities necessary to establish a transparent, accountable and effective National Development Planning System.

Activity 2.2 Subject to Government review and approval, and any legislative or regulatory change required to institutionalise the NDPS model selected, the project will provide technical advisory support, capacity development training, basic office equipment and specialised knowledge management software necessary to the establishment of a National Development Planning Unit (NDPU) to be attached to the Office of the Prime Minister. The NDPU will have direct responsibility for national development planning and will ensure quality control in regard to constituent local development plans. The mandate of the NDPU should make specific reference to ensuring equitable outcomes which deliver on the SDG pledge to *'leave no-one behind'*.

Activity 2.3 The project will build capacities of the National Statistics Institute to design and implement a monitoring and evaluation framework for the upcoming National Development Plan, to include alignment of targets and indicators with the global SDG framework. Capacity development support – equipment, systems, training, technical advisory support – will be provided to institutionalise an inclusive and participatory monitoring and evaluation regime to measure progress toward targets, and to prepare and publish public reports on an annual basis.

Activity 2.4 Staffing or structure of the NDPU should formalise standing involvement of the Ministry of Finance (MoF) to ensure that all development planning is fully costed and integrated into the State budget as and when plans and specific initiatives are approved. The project will provide capacity development support to the MoF to perform this role, including the technical knowledge and systems necessary to allow disaggregated budgeting and reporting in regard to gender and expenditure allocated to the support of groups considered vulnerable or marginalised.

Activity 2.5 The project will support Government to report on progress toward SDG achievement on a regular basis to all national stakeholders, and capacities of Parliament, the National Audit Authority, and the National Human Rights Institution will be strengthened to ensure appropriate scrutiny and oversight, and increased levels of transparency and accountability. Support will also be provided to the Ministry of Foreign Affairs (MOFA) to report progress on SDG attainment internationally, to better communicate national efforts to a global audience and as a resource mobilisation tool. This will include preparation of the 2021 Voluntary National Review (VNR) of progress toward SDG attainment.

**Output 3** *National development efforts are evidence-based, data-driven, and informed by global best practice.*

Activity 3.1 The project will establish a Knowledge Management Advisory Board (KMAB) to be led by the Vice Prime Minister, comprising representatives of the NDPU, selected national academic institutions, think-tanks and civil society organisations, representatives of UN Agencies and the international donor community, to promote a collaborative approach to the identification and prioritisation of data and research requirements necessary to the national development planning process and achievement of the SDGs.

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- Activity 3.2 An annual budget for data collection or research studies prioritised by the KMAB will be available under the project, to be unlocked and programmed subject to Steering Committee approval (see Section VIII, Governance arrangements below). First year research will include two pre-agreed studies, i) “*The Cost of Not Going Green*”, to be undertaken by the Pardee Center for International Futures of the University of Denver in conjunction with local partners; ii) MODA-MPI/ Poverty analysis with UNICEF. The project will also support UNDP to prepare and publish its annual National Human Development Report for Guinea Bissau, exploring development challenges and bottlenecks, and proposing potential policy and programme solutions.
- Activity 3.3 Equipping government to leverage data and evidence for decision-making can transform public policy. To this end, UNDP will partner with Innovative Poverty Actions (IPA) to design and establish ‘evidence labs’ comprising teams of IPA and public sector staff, working side-by-side at government agencies to strengthen data and evidence capacity and use in public policy-making. Three evidence labs are proposed, subject to initial consultation and detailed design:
- i. Data collection and analysis improvement, hosted at the National Statistics Institute (INE)
  - ii. Financial inclusion, hosted at the Central Bank – BCEAO
  - iii. Socio Economic policies and programming, hosted at the VPM office
- Activity 3.4 The project will support a pilot initiative with the International Monetary Fund (IMF) and the MoF, PA to utilise blockchain-based technical solutions to eradicate inefficiencies and potential corruption in the remuneration of state employees. Strengthening accountability and oversight mechanisms can help to restore and sustain public trust in the enhanced provision of Government services that will be necessary to achieve the SDGs.
- Activity 3.5 Ongoing support for travel costs and legitimate related expenses will be made available to Government officials and key civil society representatives to participate in South-South cooperation events and processes, including those organised under the UN-OHRLLS umbrella for Small Island Developing States (SIDS). Particular emphasis will be given to the development of contacts, experience-sharing and the development of potential joint initiatives with Cape Verde, given relative geographic proximity and common linguistic inheritance.
- Activity 3.6 The project will support Guinea Bissau’s accession to UNDP’s acclaimed global network of SDG Accelerator Labs, allowing access to learning and resources from 60 sister labs currently serving 78 countries. The SDG Accelerator Lab to be implemented in the UNDP Country Office in Guinea-Bissau is envisaged as a platform that shifts the focus to ‘*open source*’ development, mobilising diverse knowledge, skill, perspectives, and financial investment for the identification, testing and mainstreaming of innovative and targeted solutions to complex local development challenges. It is anticipated that the ideas will receive support from the global UNDP Innovation Facility, which provides technical support and funding to UNDP Country Offices to test frontier technologies and new approaches to deliver better development results.
- Output 4** *Key partnerships, financing, and aid coordination arrangements in place and functioning to support SDG attainment.*
- Activity 4.1 In line with UNDP’s role as ‘integrator’ of the 2030 Agenda, the project will organise and service annual Development Cooperation Conferences to bring Government and international donor partners together to discuss national progress toward SDG attainment; guide and validate new aid coordination and financing arrangements (activities 4.2 and 4.4); establish or adjust strategic direction and resource allocation to ensure progress is on-course or accelerated as the situation demands.
- Activity 4.2 In collaboration with the World Bank, the project will provide technical support to the Government for the design and implementation of a new Financing for Development Strategy

(FDS) for Guinea Bissau. The FDS will seek to build on existing partnerships and identify additional potential donors, their interests and the modalities according to which they may be willing to invest.

- Activity 4.3 The project will work with the NDPU and the Ministry of Finance to establish a “*Friends of the SDGs*” group, comprising representatives of the private sector, to explore embedding the SDGs into their decision making and practices, discuss the potential for public-private partnership initiatives, and to promote and leverage corporate social responsibility budgets to pilot or scale-up specific initiatives. The Group will also take the lead in establishing scope and dimensions of a Private Sector Investment Forum to be called by Government and supported by the project in the second year of implementation.
- Activity 4.4 The project will work with the NDPU and relevant line Ministries to establish a robust system of Government aid coordination to guide and regulate the work of national and international development actors working toward SDG attainment. Capacity development support will be provided to establish effective sectoral coordination matrices and an overall aid tracking system to monitor delivery of assistance against donor commitments given.
- Activity 4.5 In support of UN system coherence and impact, the project will retain a small consultancy budget to support joint UN Agency data collection and analysis<sup>12</sup> as well as UNDP participation in the formulation of joint Agency programmes toward achievement of specific SDGs.

### **Resources Required to Achieve the Expected Results**

- Output 1: Consultancy fees, travel and DSA expenses, subcontracts with local NGOs and CBOs, meeting costs, budget for communications and information materials, project staff time, other UNDP direct costs.
- Output 2: Consultancy for design and technical advisory support, capacity development training, including cost of trainers, travel and DSA costs for advisors, trainers and participants, basic office equipment and budget for systems software development, user training and maintenance, printing and dissemination of reports, project staff time, other UNDP direct costs.
- Output 3: Meeting costs, budget for data collection and research priorities (national and international contracts), IPA partnership contract, travel and DSA for participation in south-south cooperation activities, staff time (project and SDG Accelerator Lab), other UNDP direct costs.
- Output 4: Costs of Donor Conference, Investment Forum and other meetings, related travel and DSA expenses for select speakers and participants, consultancy fees, travel and DSA, budget for systems software development, user training and maintenance, project staff time, other UNDP direct costs.

### **Partnerships**

#### Government of Guinea Bissau

The primary partner and national counterpart for project implementation will be the Office of the Prime Minister (OPM). In addition to co-chairing the project Steering Committee (see Section VIII below, Governance Arrangements), OPM will have specific responsibility for establishment and coordination of Government architecture for the National Development Planning System envisaged under Output 2.

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<sup>12</sup> To be undertaken as part of the UN MAPS approach - Mainstreaming, Acceleration and Policy Support for the 2030 Agenda. For more information see also Partnerships Section below.

The Vice Prime Minister will co-chair the Knowledge Management Advisory Board with the Resident Representative of UNDP (Activity 3.1).

In addition, UNDP will work with the National Statistics Institute to strengthen data collection and analysis capacity; with the Ministry of Finance to suitably integrate development planning into the national budget process; with the Ministry of Foreign Affairs on SDG reporting, relations with external Development Cooperation Partners, and resource mobilisation for development solutions.

### The UN Country Team

UN agencies, funds and programmes broker relevant knowledge and technical assistance on sustainable development challenges, opportunities and solutions. The UN Development Group's joint Mainstreaming, Acceleration and Policy Support (MAPS) approach provides the umbrella framework for such support (with data, accountability and partnerships as supporting pillars). UNDP, as system 'integrator' for the SDGs, will work with the UN Country Team in Guinea Bissau to undertake data collection and analysis, formulate joint programmes, and support Government with advocacy and resource mobilisation for achievement of the 2030 Agenda.

### Other UNDP Offices

Guinea-Bissau and Cape Verde UNDP country offices have put in place a strategy to promote bilateral engagement within the framework of South-South Cooperation. The partnership particularly draws on the respective countries' shared history, linguistic commonalities, and shared membership in a number of regional organizations or frameworks, including AU, AfCFTA, ECOWAS, CPLP, PALOP, among others. Jointly, this SSC bilateral partnership seeks to establish mutual gains via cooperation and exchange, with a particular focus on blue economy development, the costs of not going green, facilitation of innovation and private sector engagement.

### Development Cooperation Partners

In addition to UN Agencies, Guinea-Bissau's main development partners are the European Union (EU), the Economic Community of West African States (ECOWAS), the West Africa Economic Monetary Union (WAEMU), the West Africa Development Bank (BOAD), the African Development Bank (AfDB), the World Bank Group and the International Monetary Fund.

All actors are committed to achievement of the 2030 Agenda globally and are expected to participate in the annual Development Cooperation Conferences envisaged under activity 4.1 of the project.

UNDP and the World Bank agreed to scale-up practical collaboration in Guinea Bissau in May 2020. In regard to the project herein, UNDP will partner with the World Bank to propose options for the National Development Planning System envisaged (activity 2.1) and to design a new Financing for Development Strategy (activity 4.2).

The project will also contribute to an International Monetary Fund (IMF) pilot initiative with the Ministry of Finance and Public Administration to utilise blockchain-based technical solutions to eradicate inefficiencies and potential corruption in the remuneration of state employees (activity 3.4).

### International Technical Partners

UNDP will partner with Innovative Poverty Actions (IPA) to design and establish 'evidence labs' comprising teams of IPA and public sector staff, working side-by-side at government agencies to strengthen data and evidence capacity and use in public policy-making (activity 3.3).

### National Civil Society Organisations

NGOs and CBOs have a particularly significant role to play in the mobilising the public to the national 2030 Agenda, and in support processes for design, implementation and monitoring of development strategies and plans. Development is too often perceived at community-level as a top-down process, in which local people have little

say or agency. This perception can be effectively bridged by NGOs and CBOs that have local knowledge and credibility.

### The Private Sector

To achieve the SDGs as outlined in Agenda 2030 will require actors across public and private sectors to work together at scale. The challenge is fundamentally related to effective governance and demands the re-orientation of how public and private actors interact with each other in a system that achieves results in the three dimensions of sustainable development: economic, social and environmental.

In line with UNDP's Private Sector Strategy, the project will support Guinea Bissau to align private sector activities and investments with the 2030 Agenda by: influencing investors and businesses of all sizes; embedding the SDGs into their decision making and practices; and supporting governments to establish enabling policy and regulatory environments while facilitating multi-stakeholder partnerships.

### **Risks and Assumptions**

The overall risk level of the project is deemed to be medium.

Four main types of risk have been identified. Project management will work to continuously monitor, update and mitigate risks that fall under the following categories:

- i. **Political risk** relating to political instability or lack of political will affecting the scope or speed of project implementation.
- ii. **Operational and organisational risk** arising from human resource constraints within UNDP, poor project planning, bureaucratic bottlenecks and/or lack of management time or support.
- iii. **Reputational risk** consequent upon politicisation of activity implementation, corruption in fund management by technical implementing partners, cronyism or nepotism in subcontracting or recruitment.
- iv. **Financial risk** if continued political instability or poor UNDP implementation negatively affects donor willingness to fully fund activities as proposed.

A full Risk Log appears as Annex 3 to this Project Document, with assessment of likelihood, impact, and specific mitigation measures to be put in place. The Risk Log will be updated on a continuous basis by project staff and shared at each project Joint Steering Committee meeting for review and action (see Section VIII, Governance and Management Arrangements).

### **Stakeholder Engagement**

The importance of properly articulating civil society to the 2030 Agenda cannot be overstated, as researchers and knowledge managers, as advocates for interest groups and cross-cutting issues, as development innovators and technical implementing partners, and as guardians of the public interest.

Achievement of the SDGs requires an all-inclusive and participatory approach that mobilises all potential stakeholders appropriately to an overarching national effort. Output 1 of the project will seek to engage political parties and parliamentarians, traditional leaders, academic institutions and think-tanks, the media, NGOs, CBOs and the National Human Rights Institution.

### **South-South and Triangular Cooperation (SSC/TrC)**

The project intends to promote and facilitate South-South and Triangular Cooperation as a key stratagem in supporting the Government to identify pathways to accelerate SDG attainment (Activity 3.4).

Guinea Bissau shares many of the same sustainable development challenges as other Small Island Developing States (SIDS), including include small but growing populations, limited resources, remoteness, susceptibility to climate change and natural disaster, vulnerability to external shocks, excessive dependence on international trade, and fragile environments. Their growth and development is also constrained by high communication, energy and

transportation costs, irregular international transport volumes, disproportionately expensive public administration and poor infrastructure. Many SIDS rely heavily on fossil fuels and spend an increasingly large proportion of their GDP on energy imports.

SIDS were first recognized as a distinct group of developing countries at the [United Nations Conference on Environment and Development](#) in June 1992. The [United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States](#) (UN-OHRLS) represents this group of states.

### **Knowledge Management**

The project will have a significant commitment to knowledge management in multiple dimensions:

- i. A nationwide campaign to raise awareness and interest in the global 2030 Agenda and SDG Framework, including knowledge projects customised for use with different stakeholder groups in Guinea Bissau (Output 1);
- ii. Support to the Government for annual reporting on annual progress toward the SDGs for national stakeholders, and to the Ministry of Foreign Affairs for preparation and publication of Guinea Bissau's 2021 Voluntary National Review (VNR) (activity 2.5).
- iii. A Knowledge Management Advisory Board operating as a collaborative body with a remit for agreeing by consensus information gaps to be filled, methodology to be utilised, and the scope and standards required to ensure comprehensive, consistent and comparable data necessary to development planning and SDG achievement (activity 3.1);
- iv. Data collection and research activities, independently as UNDP (activity 3.2), through support to the National Statistics Institute (activity 2.3), and in conjunction with other UN Agencies (activity 4.5);
- v. Identification and piloting of innovative development solutions through the work of the IPA Evidence Labs (activity 3.3) and the UNDP SDG Accelerator Lab (activity 3.5);
- vi. Donor coordination matrices and aid tracking system (activity 4.4).

### **Sustainability and Scaling Up**

The project is primarily a capacity development initiative, designed to support Government to establish a National Development Planning System, with components to strengthen relevant Government Ministries, Departments and Agencies (MDAs) to undertake data collection and analysis, planning and implementation, monitoring, evaluation and auditing, budgeting and fund management, resource mobilisation, aid coordination and harmonisation, resource mobilisation and aid tracking. Sustainability should be assured through incorporation of activity into MDA procedures and protocols, covered by the national budget.

The project has a particular focus on promoting innovative development solutions through the work of the IPA Evidence Labs and UNDP SDG Accelerator Labs, which aim to identify and pilot new initiatives for potential replication and scaling-up under national and local Government development plans.

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## **IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

### **Cost Efficiency and Effectiveness**

Cost efficiency and effectiveness of the project will be assured through a portfolio approach to implementation and management, whereby relevant activities will be integrated with other initiatives of:

- The UN Resident Coordinator's Office (RCO), and the UN Country Team (UNCT);
- The broader development portfolio of UNDP Guinea Bissau;
- The UNDP Strategic and Economic Development Unit (SEDU) in particular.

The UN Secretary General's report on UN Reform emphasizes the role of UNDP as a key vehicle for supporting the integrated, multi sectoral and multi stakeholder approach necessary to the 2030 Agenda, due to its unique mix

of resources, including how it provides policy support and capacity development, addresses multidimensional poverty, helps building accountable institutions and has developed strong partnerships with different governments. UNDP's integrator mandate serves both as a foundation for a strong UN development system, and as a key provider of integrated services and platforms in support of a coherent UN system approach to the achievement of the SDGs.

UNDP has been spearheading UN work on the 2030 Agenda in Guinea Bissau since 2015 and chairs the UNCT inter-agency group on the SDGs. UNDP provide technical and financial support to the alignment of "*Terra Ranka*" with the SDGs, which including national plan indicators. In parallel, a data ecosystem analysis was conducted to identify SDG data availability and gaps in view of designing interventions to improve data availability for planning, monitoring and evaluation.

UNDP was also instrumental in the organization of a pre-MAPS mission to support the UNCT to find entry points for further support on the SDG agenda. As a result of this mission, together with the Millennium Institute, a number of SDG accelerators were identified through the use of a locally adapted quantitative model (I-SDG) and 20 national stakeholders from government, the National Statistical Institute and academia were trained to build a sustainable network of professionals for SDG attainment. Furthermore, in collaboration with the Ministry of Finances, a specific study was undertaken to assess and quantify the alignment of the national budget to the SDG indicators.

In collaboration with the RCO and UNIOGBIS, UNDP launched a nationwide SDGs advocacy campaign through a consultative process involving CSOs, youth organization, media, government and other stakeholders. This was instrumental in preparing the "*My World Survey Campaign*" in which 21,000 people were interviewed in 2019, providing valuable baseline data.

Furthermore, with a view to improving the implementation of the national policies, the national planning system and its capacity to supervise and monitor SDG implementation was assessed in collaboration with the World Bank. Finally, throughout 2019, substantive support was provided to the government in preparation of the mid-term review of the National Development Plan, "*Terra Ranka*", and an assessment of SDG attainment. This work was jointly funded with the West African Monetary Union/UEMOA.

The UNDP Strategic and Economic Development Unit (SEDU) was established in 2020 to engage in three areas of related and mutually supportive work with the three main stakeholders to socio-economic development – Government, the private sector, and labour market participants:

- Strategic interventions to facilitate SDG achievement, including those of the project herein;
- Support to economic development, including improvement of the legal and regulatory environment for key sectors to promote growth while protecting Guinea Bissau's natural resources; private sector recovery from COVID, ease of doing business, identification and nurturing of value-chains and access to credit for micro- and small-medium enterprises;
- Decent jobs for all, with a focus on the economic and financial inclusion of women, youth and vulnerable groups in order to promote equality and equitable outcomes, and to ensure 'no-one is left behind'.

Output 2 of the project will be implemented in close conjunction with the UNDP Governance Unit, extending the National Development Planning System to encompass local authorities as part of the Government decentralisation process, and ensuring synergy between anti-corruption initiatives and the ease of doing business agenda. The project will also draw upon, and contribute to, work of the UNDP SDG Accelerator Lab for Guinea Bissau, itself integrated within a network of 90 other UNDP Labs covering 115 countries.

### **Project Management**

The project will be implemented through Direct Implementation Modality (DIM) by the UNDP office in Guinea-Bissau in collaboration with state institutions and stakeholders. It will be managed by a dedicated National Project Officer (NOB) reporting to the international Recovery and Resilience Specialist (P3) responsible for the work of

the UNDP Strategic and Economic Development Unit (SEDU). The Recovery and Resilience Specialist will report to the UNDP Deputy Resident Representative for Programme.

The National Project Officer will be supported by SEDU staff charged to the project in the following proportions:

National Project Officer (NOB) 100%

The project office and staff above will be accommodated at the UNDP Country Office for Guinea Bissau. Direct Country Office Support Costs will be charged to the project for rent, heat and light, telecommunications, communications, security and other common facilities and services.

The project is conceived as a three-year intervention, with implementation aligned to the duration of the National Development Plan 2020-2023, and to the Outcomes and indicators of the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document, both of which cover the period 2021-2026.

The project will be implemented in two phases. While Outputs will remain the same over the course of both phases, activities will be adjusted for the second phase following mid-term evaluation in June 2022.

UNDP will produce bi-annual newsletters to ensure that all stakeholders are informed of project activities and results achieved. In addition, an annual report will be produced to showcase progress made and a final project report will be produced following an independent final evaluation to be conducted in the last quarter of project implementation.

The Project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of the UNDP.

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## V. RESULTS FRAMEWORK<sup>13</sup>

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<sup>13</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2026, Guinea-Bissau has achieved structural economic transformation driven by enhanced productive capacity, value addition, blue economy and inclusive green growth that leaves no one behind, while capitalizing on SIDS characteristics and ensuring sustainable use and protection of natural resources.**

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

Indicator 2.1.: Unemployment rate, by sex, age, and persons with disabilities Baseline: (total, 2019)7.1%; 25.4% (15-24 total, 2018). 32 % (15-24 females, 2018). Target (2026): 4% (total);20% (15-24 total); 25 % (15-24 females)

Indicator 2.2.: Average proportion of marine Key Biodiversity Areas (KBAs) covered by protected areas (%) Baseline (2019): 60.92 Target (2026): 60.92 % Indicator 2.3.: Forest area (% of total land area) Baseline 69 % (2016) Target (2026): 69 %

Indicator 2.4. %of vulnerable employment in total female employment Baseline (2020): 84% Target (2026): 70% Indicator 2.5. %of population with access to electricity Baseline (2018): 29% Target (2026): 50%

**Applicable Output(s) from the UNDP Strategic Plan: 2. No-one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development**

**Project title and Atlas Project Number: GBN Building Forward Better**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>14</sup>	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
<b>Output 1</b> <i>Public awareness of the SDGs is raised, and a broad range of stakeholders are engaged in an inclusive and participatory national effort to achieve them</i>	<i>1.1 Public awareness of SDGs raised</i>	<i>Project Focus Groups/ Surveys</i>	<i>Tbd</i>	<i>2021</i>	<i>20%</i> <i>increase</i>	<i>40%</i> <i>increase</i>	<i>50%</i> <i>increase</i>	<i>50%</i> <i>increase</i>
	<i>1.2 Number and variety of stakeholder groups engaged</i>	<i>Project Records</i>	<i>Tbd</i>	<i>2021</i>				
	<i>1.3 Percentage of women and girls participate in project events</i>	<i>Project Records</i>	<i>N/A</i>	<i>2021</i>	<i>At least 50%</i>	<i>At least 50%</i>	<i>At least 50%</i>	<i>At least 50%</i>
<b>Output 2</b> <i>A functioning National Development Planning System (NDPS) is in place, supported by appropriate accountability and oversight mechanisms</i>	<i>2.1 National Development Planning Unit (NDPU) coordinates whole-of-Govt approach to SDG achievement</i>	<i>Project Records, Government Gazette</i>	<i>No NDPU Exists</i>	<i>2021</i>	<i>No NDPU</i>	<i>1 NDPU</i>	<i>1 NDPU</i>	<i>1 NDPU</i>
	<i>2.2 National Statistics Institute designs and implements a gender responsive M&amp;E regime for the National Development Plan, aligned with the SDG attainment</i>	<i>Project Records, Government Gazette</i>	<i>No M&amp;E regime in place</i>	<i>2021</i>	<i>No M&amp;E regime in place</i>	<i>1 M&amp;E regime in place</i>	<i>1 M&amp;E regime in place</i>	<i>1 M&amp;E regime in place</i>

<sup>14</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



and strengthened fiscal management systems	2.3 Ministry of Finance ensures National Development Plan is fully costed, gender-disaggregated and integrated into the State budget	Project Records, Government Gazette	No NDP budget in place	2021	NDP costed & budgeted	NDP costed & budgeted	NDP costed & budgeted	NDP costed & budgeted
	2.4 Government reports regularly on SDG achievement to national and international stakeholders, and appropriate institutions better able to hold Government to account	Government & independent annual reports on SDG progress	No regular reports	2021	Annual Reports x3, VNR	Annual Reports x3	Annual Reports x3	Annual Reports x9 plus VNR
	3.1 Knowledge Management Advisory Board promotes collaborative approach to data and research needs and fulfilment	Project records	No KM/AB exists	2021	KM/AB meetings x 2	KM/AB meetings x 2	KM/AB meetings x 2	KM/AB meetings x 6
Output 3 National development efforts are evidence-based, data-driven, and informed by global best practice.	3.2 Number of data and research gaps identified and filled	Project records, publications	N/A	2021	3	3	3	9
	3.3 Number of innovative good practice initiatives identified for replication or scaling-up	Project records and evaluations	N/A	2021	3	3	3	9
	4.1 Annual Development Cooperation Conferences held	Project records, meeting minutes	N/A	2021	1	1	1	3
Output 4 Key partnerships, financing, and aid coordination arrangements in place and functioning to support SDG attainment.	4.2 Financing for Development Strategy (FDS) prepared with World Banks and adopted by Government	Project records/ Government gazette	No FDS exists	2021	FDS drafted	FDS adopted	FDS in place	FDS in place
	4.3 Government aid coordination and aid tracking systems in place and functioning	Project records	No aid systems in place	2021	Systems agreed	Systems in place	Systems in place	Systems in place

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against	Annually, and at the end of the project (final report)			

	pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A			June 2022	Government	
Final Evaluation	N/A			December 2023	Government	

## VII. MULTI-YEAR WORK PLAN 1516

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPO NSIBLE PARTY	PLANNED BUDGET	
		Y1 2022	Y2 2023	Y3 2024		Source	Amount
<b>Output 1:</b> <i>Public Awareness of the SDGs is raised, and a broad range of stakeholders are engaged in an inclusive and participatory national effort to achieve them.</i>  <i>Gender marker:</i>	1.1 Nationwide SDG Campaign – planning	40,000	30,000	30,000	UNDP	Trac	100,000.00
	1.2 SDG information materials		50,000	50,000	UNDP		100,000.00
	1.3 Dialogue forums	15,000	15,000	15,000	UNDP		45,000.00
	1.4 Briefings on SDGs	5,000	5,000	5,000	UNDP		15,000.00
	1.5 Private sector support	300,000	100,000	200,000	UNDP		600,000
	1.6 SDG press kits/ comms	20,000	20,000	20,000	UNDP		60,000
MONITORING							
<b>Sub-Total for Output 1</b>							
<b>Output 2:</b> <i>A functioning National Development Planning</i>	2.1 NDPS planning	100,000	100,000	100,000	UNDP	Trac	300,000.00
	2.2 NDPU establishment	50,000	50,000		UNDP		100,000.00

<sup>15</sup> Cost definitions and classifications for programme and development effectiveness costs to be changed to the project are defined in the Executive Board decision DP/2010/32

<sup>16</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

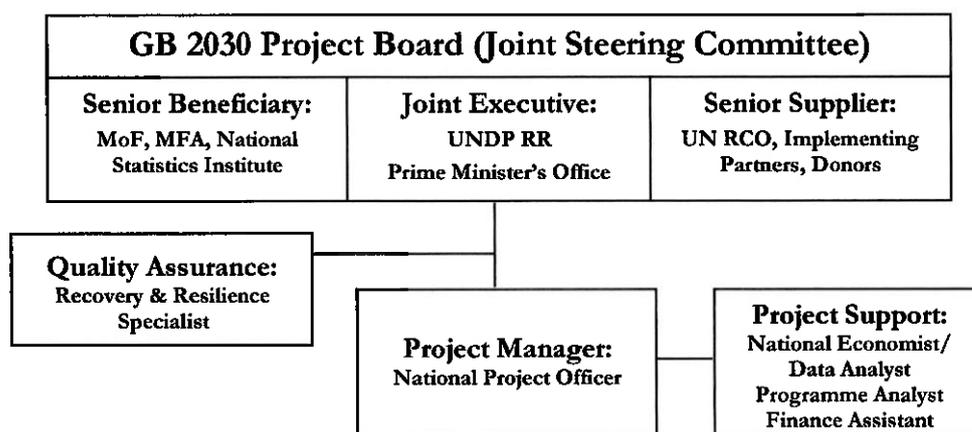
<b>System (NDPS) is in place, supported by appropriate accountability and oversight mechanisms and strengthened fiscal management systems.</b> <i>Gender marker:</i>	2.3 IPA Statistics capacity devt.	100,000	50,000		UNDP	Trac	Consultants, workshops, Training Materials,	150,000.00
	2.4 Assessing the Cost of not going green	175,000	75,000	25,000		Trac	Consultants, workshops, Training Materials	275,000.00
	2.5 Reporting & accountability							
	MONITORING							
	<b>Sub-Total for Output 2</b>							<b>825,000.00</b>
<b>Output 3: National development efforts are evidence-based, data-driven, and informed by global best practice.</b> <i>Gender marker:</i>	3.1 KMAB servicing							
	3.2 KMAB data/research fund	50,000	50,000	50,000	UNDP		Consultants, workshops, Training Materials	150,000.00
	3.3 IPA Evidence Labs	170 000	50,000		UNDP	Trac	Consultants, workshops, Training Materials	220,000.00
	3.4 IMF Blockchain initiative	100,000			UNDP	Trac	Consultants, workshops, Training Materials	100,000.00
	3.5 South-south cooperation	50,000	50,000	50,000	UNDP		Consultants, workshops, Training Materials	150,000.00
MONITORING								
<b>Sub-Total for Output 3</b>							<b>620,000.00</b>	
<b>Output 4: Key partnerships, financing, and aid coordination arrangements in place and functioning to support SDG attainment.</b>	4.1 Annual Conferences							
	4.2 Financing for strategy	100,000	50,000		UNDP		Consultants, workshops, Training Materials	150,000.00
	4.3 Private Sector Group	25,000	50,000	50,000	UNDP		Consultants, workshops, Training Materials	125,000.00

<i>Gender marker:</i>	4.4 Aid Coordination	30,000	25,000	20,000	UNDP	Trac	workshops, Information Materials	75,000.00
	4.5 UN data/formulation	20,000	20,000	20,000	UNDP	Trac	workshops, Information Materials	60,000.00
	MONITORING							
	<b>Sub-Total for Output 2</b>							<b>410,000.00</b>
<b>Total programmatic activities</b>								<b>2,775,000</b>
<b>Evaluation (as relevant)</b>	EVALUATION			40,000	UNDP		Consultant	40,000.00
<b>Sub-total</b>								2,815,000.00
<b>General Management Support</b>								225,200.00
<b>TOTAL</b>					0			<b>3,040,200.00</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented through direct implementation modality (DM) by UNDP. It will be governed by a Joint UNDP-Government Steering Committee (Project Board), co-chaired by the UNDP Resident Representative for Guinea Bissau and a nominated official of the Office of the Prime Minister. The Joint Steering Committee (JSC) will meet bi-annually and will include representatives from relevant Government Ministries, the UNDP Country Office and other UN Agencies, and the international donor community. Draft Terms of Reference (TORs) for the JSC are appended to this document as part of Annex 5.

The JSC will review the strategic direction of the project on a bi-annual or as-needed basis, ensuring accountability and proper oversight of project management and will have decision-making authority in regard to project implementation. The bi-annual meetings will be held to establish and/or review progress toward Annual Work Plans. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritisation of activities. To ensure UNDP's ultimate accountability, JSC decisions should be made in accordance with corporate UNDP standards that shall ensure best value for money, fairness, integrity, transparency and effective accountability.



The structure of the JSC comprises the following roles and functions:

- The Executive** - The role of the Executive will be held jointly by the Prime Minister and the UNDP Resident Representative or their nominated representatives. The Executive is ultimately responsible for the project, assisted by the Senior Beneficiaries and Senior Suppliers. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its expected results and delivering outputs that will contribute to longer-term impact. The Executive should ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.
- The Senior Beneficiary** – the role of Senior Beneficiaries will be held jointly by the key Government MDAs working with the project – the Ministry of Finance, the Ministry of Foreign Affairs, and the National Statistics Institute. The role of Senior Beneficiary is responsible for validating the needs and for

monitoring that the solution will meet those needs within the lifecycle of the project. The role represents the interests of all those who will benefit from the project. The Senior Beneficiary role monitors progress against targets and quality criteria.

- **Senior Supplier** – The role of Senior Supplier will be held jointly by representatives of the UN Resident Coordinators Office, technical implementing partners (eg, IPA) and donors contributing to the project. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.
- **Quality Assurance** - The Quality Assurance role supports the Executive Board and is assumed by the Recovery and Resilience Specialist leading the UNDP Strategic and Economic Development Unit. The Recovery and Resilience Specialist will undertake objective and independent oversight and monitoring functions on behalf of the JSC. This role ensures that appropriate programme management milestones are managed and completed.

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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Guinea Bissau and UNDP, signed on (23 June 1975). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
  - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
  - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/ or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/ regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**