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PROJECT DOCUMENT
Guinea-Bissau

Project Title: Harnessing digital opportunities for a renewed image of Guinea-Bissau

Project Number:

Implementing Partner: United Nations Development Programme

Start Date: June 2021

End Date: December 2022

PAC Meeting date:

Brief Description

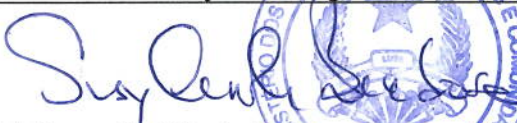

In today's world, various technologies have completely transformed the way citizens live and work. The widespread use of ICTs offers both governments and citizens the potential to address traditional development and governance issues in a new, innovative fashion. From the viewpoint of governments, ICTs are a catalytic tool to promote services to the most marginalized populations, thus helping achievement of the SDGs, while enhancing transparency and accountability. From the point of view of citizens and stakeholders, they can benefit by having access to new communication channels and thus having 'louder' voices in decision- and public policy- making processes.

In Guinea-Bissau, the potential of digital transformation for improving the functioning of the state, the delivery of government functions or the relation between citizens and state has not been fully exploited yet. On the contrary, scattered digital initiatives risk to increase the digital divide and to leave the country and its citizens even further behind. In this context, the project intends to support the Ministry of Foreign Affairs in expanding its digital presence and tap into the potential of technology to improve the way it functions by connecting the diplomatic and consular network, it delivers services and promote the country's visibility and image all over the world.

The project will contribute to improve the functioning and performance of the Ministry of Foreign Affairs. This initiative not only is expected to contribute to improve government's performance and capacity to function and deliver services but will also serve as a test ground to encourage a social and cultural shift, which is required to bring Guinea-Bissau at speed with the digital age. The project will ultimately intend to support the Government in its strategic communication and engagement in international fora to advance the Agenda 2030 for Sustainable Development.

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 1: The State institutions consolidate the stability and the rule of law, democratic participation and equitable access to opportunities for all. Indicative Output(s) with gender marker²: Output 1.4: Public institutions and civil society organizations have the capacity to budget, define a gender responsive management framework and implement policies that address the public priorities Gender Marker: Gen 2</p>	Total resources required:	320,000 USD	
	Total resources allocated:	UNDP TRAC:	320,000 USD
		Donor:	
		Government:	
		In-Kind:	
	Unfunded:		

Agreed by (signatures)¹:

<p>Ministry of Foreign Affairs</p>  <p>Print Name: Suzi Carla Barbosa Minister of Foreign Affairs</p> <p>Date: 26 May 2021</p>	<p>UNDP</p>  <p>Print Name: Tjark Marten Egenhoff Resident Representative</p> <p>Date: 26 May 2021</p>
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¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality)

I. DEVELOPMENT CHALLENGE

In today's world, various technologies have completely transformed the way citizens live and work. The widespread use of ICTs offers both governments and citizens the potential to address traditional development and governance issues in a new, innovative fashion. From the viewpoint of governments, ICTs are a catalytic tool to promote services to the most marginalized populations, thus helping achievement of the SDGs, while enhancing transparency and accountability. From the point of view of citizens and stakeholders, they can benefit by having access to new communication channels and thus having 'louder' voices in decision- and public policy- making processes.

The interest in e-governance is based on a reality: ICTs have advanced considerably, including in West Africa, and have broken through to social and political life. In view of the numerous advantages offered by these technologies (speed, cost reduction, wider reach), they are now crucial for the work of the public sector, for civil society organizations and for governments, which use them for intra-governmental communication and for providing services and communicating with citizens. It can therefore be argued that ICTs enhance citizen participation by enabling citizens to interact better with each other and with their elected officials. In a nutshell, this is e-participation.

E-governance and e-participation are therefore crucial phases in the development of government processes. However, despite the opportunities they offer, they also introduce new challenges, particularly for certain West African countries: limited and unequal access to ICTs, lack of infrastructure, electronic fraud, and the absence of or inadequate legal frameworks.

In Guinea-Bissau, the potential of digital transformation for improving the functioning of the state, the delivery of government functions or the relation between citizens and state has not been fully exploited yet. On the contrary, scattered digital initiatives risk to increase the digital divide and to leave the country and its citizens even further behind.

So far, UNDP has supported selected activities aimed at improving service delivery through digital means (e.g. criminal registry, as well as the creation of several databases) and the Government has demonstrated an interest and openness to expand this effort. The UNDP is working with the support of the United Nations University to study and to outline alternatives to tap into the potential of the use of digital technologies and solutions to enable core government functions, promote integrated (citizen-driven) digital service delivery that are based on inclusive and multichannel approaches, and are built on an open and user-driven culture in the public sector for more transparency and accountability.

The study intends to identify the institutional foundations for a digital government ecosystem and should contribute to identify, through a co-creation and collective intelligence approach some concrete proposals to seize the digital transformation of the public sector and lay the foundations for a digital government's roadmap. Special considerations are given to the role of digital transformation to enable basic functions of government and improve governance performance to ensure administrative systems' coherence and functioning.

In this context, the Ministry of Foreign Affairs has expressed an interest in expanding its digital presence and tap into the potential of technology to improve the way it functions by connecting the diplomatic and consular network, it delivers services and promote the country's visibility and image all over the world.

This includes the necessity of building a new strategic communication around the opportunities and potential of the country for a sustainable and inclusive Guinea-Bissau. The image of the country often does not match the immense potential and opportunities the country has to offer. It is therefore required to harness communication to promote Guinea-Bissau as a country in favour of

sustainable and inclusive development, as a country of opportunities and committed to advance the 2030 Agenda for Sustainable Development.

II. STRATEGY

The proposed project intends to support the Ministry of Foreign Affairs through:

- Support the management and monitoring of the diplomatic and consular network of Guinea-Bissau and all related information in order for the Ministry of Foreign Affairs to fulfil its mandate and ensure an efficient and effective functioning, while providing quality services.
- Enhance the visibility of Guinea-Bissau in multiple fora in order to support its positioning in multiple spheres, including vis a vis its citizens, the diaspora, investors, among others.
- Strengthen the capacities of technical personnel and diplomatic staff of the Ministry of Foreign Affairs.

While these electronic/digitization initiatives could be considered relatively simple, they could have a major impact on the functioning and performance of the Ministry of Foreign Affairs and could contribute through a step by step approach to generate immediate results and improve efficiency.

This initiative not only is expected to contribute to improve government's performance and capacity to function and deliver services but will also serve as a test ground to encourage a social and cultural shift, which is required to bring Guinea-Bissau at speed with the digital age.

III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1: The management and monitoring of the diplomatic and consular network of Guinea-Bissau is enhanced.

Enabling action: Provide a secured email system for the Ministry of Foreign Affairs to ensure a secure and effective sharing of information.

Enabling action: Create an intranet to connect the embassies and consulates of Guinea-Bissau from around the world in order to ensure effective and timely sharing and management of data, information and updates.

Enabling action: Set up a system to facilitate eSignature across the diplomatic and consular network and manage electronic agreements.

Enabling action: Train relevant personnel in the use of the new platforms and IT tools.

Output 2: The visibility of Guinea-Bissau is promoted and the country benefits from an enhanced development cooperation effectiveness and positioning in multiple fora.

Enabling action: Develop a strategic communication plan for the Ministry of Foreign Affairs anchored to domestic policies and strategies in favour of the 2030 Agenda for Sustainable Development.

Enabling action: Provide IT equipment for the Ministry of Foreign Affairs in Bissau to function.

Enabling action: Create a portal for the presentation of the vision and services provided by the Ministry of Foreign Affairs and allow citizens to get in contact for an improved MoFA-citizens, including the diaspora, relation.

Enabling action: Facilitate the capturing and management of data and information related to the diaspora.

Enabling action: Ensure the integration of the data related to the policies and projects of development cooperation to facilitate harmonization and alignment between donors and development partners.

Enabling action: Support the participation of the Government of Guinea-Bissau in development fora e.g. conferences and high-level events related to SIDS, SDGs, sustaining peace, among others.

Output 3: The capacity of the diplomatic and technical personnel of the Ministry of Foreign Affairs is enhanced.

Enabling action: Support the strengthening of leadership skills and competencies of diplomatic personnel in the context of the Leadership Academy

Enabling action: Promote capacity development of the technical personnel of the Ministry of Foreign Affairs through tailored trainings in the context of the Leadership Academy

Resources Required to Achieve the Expected Results

The project will be operationalised with the financial support of the UNDP through TRAC funds, with the intention of mobilize additional funds to ensure the achievement of all expected outcomes. The project will be implemented by the UNDP office in Guinea-Bissau in close collaboration with the Ministry of Foreign Affairs. The project foresees the coordination of a person to be located within the Ministry of Foreign Affairs that will act as liaison with the UNDP.

Partnerships

The project will engage with key partners and stakeholders that have expertise and knowledge in supporting e-governance and promoting institutional building for democratic governance within and beyond Guinea-Bissau. The project will ensure coherence and partnership in activity implementation.

Risks and Assumptions

The project will need to consider a number of risks:

- Lack of coordination between involved parties. Mitigations measures will include coordination meetings and technical support to the Ministry.
- Lack of knowledge and capacity to be able to effectively use the digital tools to be provided. The project will develop tools in Portuguese to accompany the Ministry in this exercise.
- Spread of COVID-19. All activities will be implemented taking into account preventive measures to limit the spread and mitigate the impact of the virus.

Knowledge

The project will foresee the creation of portals that will ensure the systematization, management and sharing of information, knowledge, best practices and lessons learned. Additionally, as part of the project, the production and management of knowledge will be strengthened by supporting collaborations between state institutions and potential development partners to foster the production and management of knowledge, in particular with regards to the policies and projects of development cooperation.

Sustainability and Scaling Up

The project will be implemented through a strong collaboration with the Ministry of Foreign Affairs to ensure full ownership and that the transition arrangement to sustain and/or scale-up results. National capacities will be strengthened through tailored capacity building activities for the MoFA personnel.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project intends to leverage the ongoing projects supported by UNDP Guinea-Bissau as well as the collaborations and partnerships to be built through various channels in order to support digital transformation and e-governance. The UNDP in Guinea-Bissau promotes a portfolio approach with the aim of avoiding silos and disjointed initiatives and seeking to play an integrator role vis à vis the other UN AFPs.

Project Management

The project will be implemented through Direct Implementation Modality (DIM) by the UNDP office in Guinea-Bissau in collaboration with the Ministry of Foreign Affairs. Long and short term local and international experts will be involved as and when required. The project will seek to tap into the knowledge and experience of UNDP in other contexts as well as of other international partners and regional organizations.

V. MULTI-YEAR WORK PLAN ²³

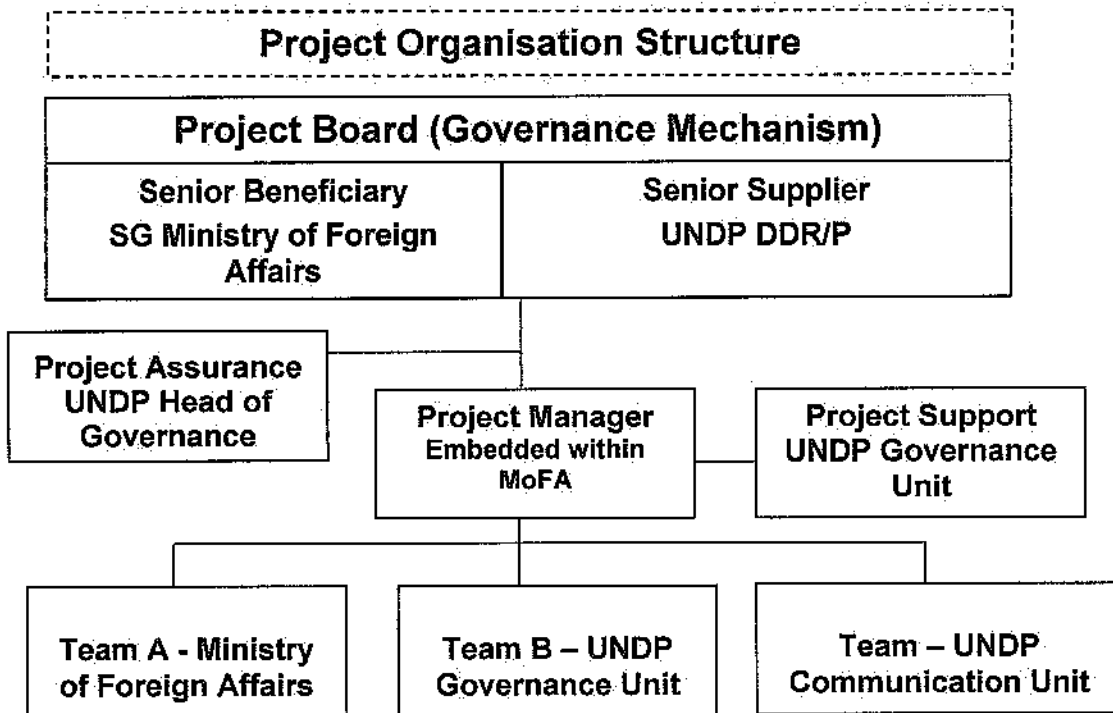
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: The management and monitoring of the diplomatic and consular network of Guinea-Bissau is enhanced. <i>Gender marker: 2</i>	1.1 Activity Provide a secured email system for the Ministry of Foreign Affairs to ensure a secure and effective sharing of information (for up to 50 users).			UNDP MoFA	UNDP	Procurement	40,000
	1.2 Activity Create an intranet to connect the embassies and consulates of Guinea-Bissau from around the world in order to ensure effective and timely sharing and management of data, information and updates.				UNDP	Procurement Consultancy	20,000
	1.3 Activity Set up a system to facilitate eSignature across the diplomatic and consular network and manage electronic agreements. (50 DocuSign licenses).				UNDP	Procurement	10,000
	1.4 Activity Train relevant personnel in the use of the new platforms and IT tools.				UNDP	Workshops Consultancy	10,000
Sub-Total for Output 1							
Output 2: The visibility of Guinea-Bissau is promoted and the country benefits from an enhanced development cooperation effectiveness and positioning in multiple fora. <i>Gender marker: 2</i>	2.1 Activity Develop a strategic communication plan for the Ministry of Foreign Affairs anchored to domestic policies and strategies in favour of the 2030 Agenda for Sustainable Development.			UNDP MoFA			15,000
	2.2 Activity Provide IT equipment for the Ministry of Foreign Affairs in Bissau to function (6 laptops with mouse, keyboard and screen; internet service)				UNDP	Procurement	25,000
	2.3 Activity Create a portal for the presentation of the vision and services provided by the Ministry of Foreign Affairs and allow citizens to get in contact for an improved MoFA-citizens, including the diaspora, relation.				UNDP	Procurement Consultancy	25,000
	2.4 Activity Facilitate the capturing and management of data and information related to the diaspora.				UNDP	Procurement Consultancy	5,000

² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³ 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.

	2.5 Activity Ensure the integration of the data related to the policies and projects of development cooperation to facilitate harmonization and alignment between donors and development partners.				UNDP	Procurement Consultancy	15,000
	2.6 Activity Support the participation of the Government of Guinea-Bissau in development fora e.g. conferences and high-level events related to SIDS, SDGs, sustaining peace, among others.				UNDP	Workshops Internet	15,000
	Sub-Total for Output 2						100,000
Output 3: The capacity of the diplomatic and technical personnel of the Ministry of Foreign Affairs is enhanced.	3.1 Activity Support the strengthening of leadership skills and competencies of diplomatic personnel in the context of the Leadership Academy				UNDP MoFA	Workshops Consultancy	40,000
	3.2 Activity Promote capacity development of the technical personnel of the Ministry of Foreign Affairs through tailored trainings in the context of the Leadership Academy				UNDP	Workshops Consultancy	40,000
<i>Gender marker: 3</i>	Sub-Total for Output 3						80,000
General Management Support					UNDP MoFA	Consultancy	60,000
TOTAL							320,000

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



VII. LEGAL CONTEXT

Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

VIII. RISK MANAGEMENT

UNDP (DIM)

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]⁴ [UNDP funds received pursuant to the Project Document]⁵ 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. 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 *[for 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:

⁴ To be used where UNDP is the Implementing Partner

⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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.
- 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.

- h. *Choose one of the three following options:*

Option 1: 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.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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.

Option 3: 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 the 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.

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.

- i. 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.
- j. 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.
- k. 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.