



ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION: GUINEA-BISSAU

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Annex 1. Terms of reference

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is IEO’s first country programme evaluation conducted in Guinea-Bissau. The ICPE will be conducted in collaboration with the Government of the Republic of Guinea-Bissau (Guinea-Bissau), with the UNDP Guinea-Bissau Country Office, and with the UNDP Regional Bureau for Africa. The results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new country programme document.

2. NATIONAL CONTEXT

The Republic of Guinea-Bissau is located in West Africa and has an area of 36,125 km² divided into 8 administrative regions². It has a population of about 1.8 million³, with more than 20 different ethnic groups⁴. A former Portuguese colony, Guinea-Bissau became independent in 1974 and, since then, has experienced significant political and military upheaval. Although the constitution was promulgated in 1984⁵, the first multiparty elections only took place in 1994⁶. Persistent political instability and institutional fragility has characterized the country, with frequent coups (and coup attempts) and changes in government. A special political UN mission, the United Nations Integrated Peacebuilding Office for Guinea-Bissau (UNIOGBIS), was established in 1999 following a two-year civil war. Following the April 2012 coup d’état⁷, the country has embarked in a political transition process with the 2014 elections and the government 2015-2025 strategy. Nevertheless, the national Assembly has not had sessions in almost two years⁸. Regional and international efforts, particularly from ECOWAS, Sierra Leone, Guinea and Liberia, have led to the October 2016 Conakry

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² Bissau, the capital, is an autonomous sector.

³ World Bank data, 2017 (<https://data.worldbank.org/indicator/SP.POP.TOTL>). Accessed on 5 September 2018.

⁴ Encyclopaedia Britannica, Guinea Bissau (<https://www.britannica.com/place/Guinea-Bissau>). Accessed on 5 September 2018.

⁵ The last amendment was done in 1996.

⁶ Elections were organized in 1994, 2000, 2004, 2009 and 2014.

⁷ The Economic Community of West African States (ECOWAS) deployed a mission in Guinea-Bissau in 2012: the ECOMIB.

⁸ World Bank, Context Overview (<http://www.worldbank.org/en/country/guineabissau/overview>). Accessed on 5 September 2018.

Agreement and the Bissau Roadmap to end the political crisis, appointment of a consensual Prime Minister, and organize legislative elections in November 2018.

In spite of an unfavorable environment, growth rate averaged 6.1 percent between 2015 and 2017⁹ thanks to an increase in cashew nut production and exports, growth in the construction sector and fishing industry, and improvements in public finance management¹⁰. On the other hand, the economy is not diversified, and the country remains highly dependent on cashew nuts. The agricultural sector is central to the country's economy with 49 percent of rural population and 49.2 percent of the GDP coming from agriculture, forestry and fishing¹¹. In 2018, Guinea-Bissau ranked 176th out of 190 countries.¹² Challenges in basic infrastructure, particularly transport and energy, access to justice, corruption, drug trafficking and (organized) crime are still very important.

The country's protracted political instability has deeply constrained socio-economic and human development. A low-income country, Guinea-Bissau human development index is one of the lowest in the world (0.424 in 2016, positioning the country at 178 out of 187 countries), and, when adjusted to inequality, it falls to 0.257, a loss of 39.3 percent¹³. The most recent poverty data showed that 80.4 percent of the population were multidimensionally poor in 2006 (with an additional 10.5 percent living near multidimensional poverty in 2006)¹⁴ and 69.3 percent of the population was living below the poverty line in 2010¹⁵. Access to education, health, potable water, and sanitation are still insufficient, particularly in rural areas. Guinea Bissau remains one of the countries with highest malaria mortality rate per capita in the world, representing 15.8 percent of all deaths¹⁶. More than half of the population is illiterate¹⁷, with significant disparities, especially when disaggregated by gender (literacy rate is 62.4 for men vs 30.7 for women). In 2016, food insecurity among rural households was between 29 and 31 percent and was higher in women-headed households and households headed by individuals with no education.¹⁸ Chronic malnutrition achieved 27.6 percent.¹⁹ Life expectancy remains low at 57.4²⁰, fertility rate is high with 4.6 children per woman²¹ and more than 60 percent of the population is under 25²².

Gender equality, and in particular women's participation in economic and political activities, remains an important challenge with only 14 percent of the seats in the national parliament held by women in 2015²³. Gender discrimination is perceived in all political, economic and social spheres. Forced and early marriage, early pregnancy, female genital mutilation, maternal mortality, gender-based violence and polygamy are among the most common challenges affecting women.²⁴ Some customary laws do not allow women to own land, inherit property and access bank loans.

⁹ World Bank data, 2015-2017. Accessed on 5 September 2018.

¹⁰ Report of the Secretary-General on developments in Guinea-Bissau and the activities of the United Nations Integrated Peacebuilding Office in Guinea-Bissau, S/2017/695, 10 August 2017 (https://uniogbis.unmissions.org/sites/default/files/sgs_report_aug_2017.pdf)

¹¹ World Bank data, 2017. Accessed on 5 September 2018.

¹² World Bank, Doing Business report 2018.

¹³ UNDP, Human Development Report 2016 (http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GNB.pdf)

¹⁴ UNDP, Human Development Report 2016 (<http://hdr.undp.org/en/indicators/38606>). Accessed on 5 September 2018.

¹⁵ World Bank data. Accessed on 5 September 2018

¹⁶ Report of the Secretary-General on developments in Guinea-Bissau and the activities of the United Nations Integrated Peacebuilding Office in Guinea-Bissau, S/2017/695, 10 August 2017

¹⁷ World Bank data, 2014. Accessed on 5 September 2018

¹⁸ WFP Interim country strategic plan 2018-2019 (<https://docs.wfp.org/api/documents/f00daf7ab97947cab32a9cc326bd40f3/download/>)

¹⁹ Ibid

²⁰ World Bank data, 2016. Accessed on 5 September 2018

²¹ UNFPA data, 2017. Accessed on 5 September 2018

²² Guinea-Bissau 2015-2020 Terra Ranka Strategic and Operational Plan, p.27.

²³ UNDP, Human Development Report 2016 (<http://hdr.undp.org/en/composite/GII>).

²⁴ AfDB, Guinea-Bissau Country Gender Profile, 2015 (https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Guinea-Bissau_-_Country_gender_profile.pdf)

In terms of environmental challenges, the country is susceptible to climate change, particularly desertification and rising sea levels²⁵, with 10 percent of the country covered by mangroves and 57 percent by forest²⁶. Most of the population is vulnerable to climate change as their income depends directly or indirectly on agriculture and fishing. However, the country is challenged in terms of resources, laws and frameworks to protect natural resources and stop illegal fishing, deforestation and coastal erosion.

3. UNDP PROGRAMME STRATEGY IN GUINEA-BISSAU

Relations between the Government of Guinea-Bissau and the United Nations system were formalized on 1975. The work of UNDP in the country is guided by the United Nations Development Assistance Framework (UNDAF) for the period 2016-2020. The UNDAF was developed by the UN country team composed of 15 agencies, in line with the 2015-2020 “Terra Ranka” Strategic and Operational Plan deriving from the 2015-2025 Government strategy and the “Delivering as One” approach.

In line with the Government’s strategic and operational plan 2015-2025, Terra Ranka, the UNDAF 2016-2020, the UNDP Strategic Plan 2014-2017, UNDP committed in its Country Programme Document 2016-2020 to support the following programme priorities: (a) Governance and Rule of Law; (b) Inclusive economic growth; and (c) Biodiversity and disaster risk reduction. In addition, it intended to target women and youth and contribute to sustainable development objectives in a way that would strengthen peace and stability.

Table 1: Country Programme outcomes and indicative resources (2016-2020)²⁷

Country Programme Outcome		Country Programme Output	Planned resources (US\$)	Indicative expenditures to date (US\$)
Outcome 37 (UNDAF outcome 1; SDGs 5,10,16,17)	State institutions, including in the areas of defence, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all	1.1. The NPA’s capacities are strengthened in the areas of representation, legislation, control, and supervision of the government’s actions that take into account a gender perspective 1.2. Electoral management bodies have the capacities to ensure effective, transparent, credible and participatory electoral processes that are gender-sensitive 1.3. The legal system has the institutional framework and the operational capacities and abilities required to combat impunity and respond to the community in terms of compliance with human rights 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’s priorities	CPD: 43,500,000 Received to date: 16.564,099	9,633,132
Outcome 38 (UNDAF outcome 2; SDGs 1,2,5,8,10,11,12,17)	Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security,	2.1. Economic governance and management institutions have the capacity and tools to formulate, monitor and evaluate strategies and plans, and coordinate development aid 2.2. Vulnerable populations, particularly young people and women, benefit from emerging	CPD: 21,700,000 Received to date: 12,483,964	9,922,789

²⁵ The country has 88 islands.

²⁶ Guinea-Bissau 2015-2020 Terra Ranka Strategic and Operational Plan, p. 31.

²⁷ At CPD design stage, the Global Fund was not linked to any outcome. The funds are reflected under management projects. The CPD planned resources therefore do not include it but the resources received to date include the funds received so far.

	and the structural transformation of the economy	economic opportunities and have access to inclusive financing and markets		
Outcome 39 (UNDAF outcome 4; SDGs 5,7,10,12,13,14,15,17)	Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks	<p>3.1. National institutions have the capacity to formulate, plan, and implement environmental and natural resource management policies that are gender sensitive</p> <p>3.2. The populations practice biodiversity preservation and sustainable environmental management techniques</p> <p>3.3. The institutions responsible for managing risks and disasters have normative frameworks that comply with international standards, functional coordinating mechanisms, and skilled human resources</p>	<p>CPD: 17,878,000</p> <p>Received to date: 3,674,312</p>	3,405,057
Total (to date)			32,722,375	22,960,379

Source: UNDP Guinea-Bissau Country Programme Document 2016-2020 and UNDP data extracted from Atlas / PowerBi as of August 2018.

4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to feed into the process of developing the new country programme. The ICPE will focus on the current programme cycle (2016-2020) to provide forward-looking recommendations as input to UNDP Guinea-Bissau's formulation of its next country programme. The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including interventions funded by all sources.

Areas of particular attention will include gender equality integration in programming and the multiple constraints faced regarding the country's chronic political situation. The evaluation will reflect on how the CO has adapted and what has been the relevance of the mitigation strategies put in place to respond to it during programme implementation. This will include identification of potential gaps and implications to the next country programme cycle.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²⁸ The ICPE will address the following key evaluation questions.²⁹ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1 and 2, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have

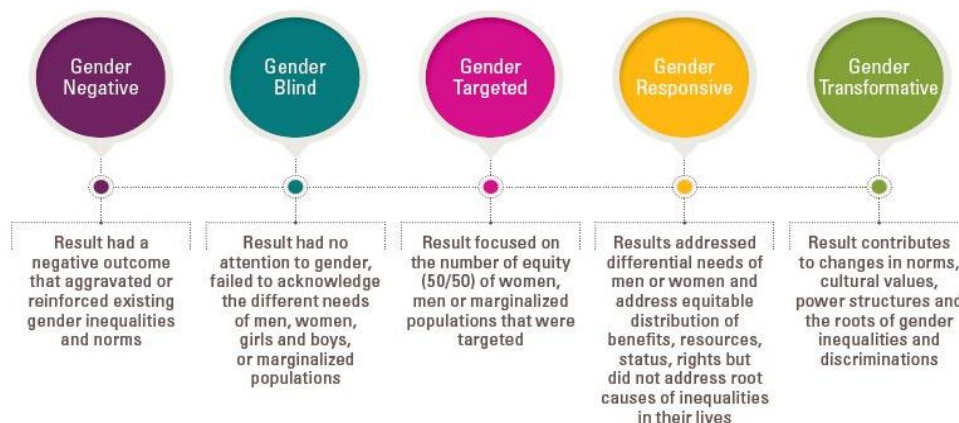
²⁸ <http://www.uneval.org/document/detail/1914>

²⁹ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be considered.

To better understand UNDP’s performance, the specific factors that have influenced - both positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. In assessing the CPD’s evolution, UNDP’s capacity to adapt to the changing context and respond to national development needs and priorities will be looked at. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), and the extent to which the key principles of UNDP’s Strategic Plan³⁰ have been applied in the CPD design and implementation are some of the aspects that will be assessed under this question.³¹

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender across the portfolio, the evaluation will consider the gender marker³² and the gender results effectiveness scale (GRES), among others. The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



6. DATA COLLECTION

Assessment of data collection constraints and existing data. A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that 2 project evaluations were carried out for the 2016 cycle to date, and 16 evaluations (12 project, 3 outcome, 1 CPD midterm) for the 2010-2015 period. The limited number of outcome evaluations in the current cycle poses a challenge. With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provides baselines, data sources and indicators. However, the data published by the National Statistics Institute (INE) is outdated with some information dating back to 2006 and 2010. The security level is considered moderate but should not constraint primary data collection.³³

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and face-to-face and/or telephone/Skype interviews will include government representatives, civil-society

³⁰ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women’s empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

³¹ This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the Country Office.

³² A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

³³ <https://trip.dss.un.org/dssweb/traveladvisory.aspx>

organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBA and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

A pre-mission questionnaire will be administered and expected to be completed at least two weeks prior to the arrival of the evaluation team in Bissau for the data collection mission. Special attention will be given to integrate a gender equality responsive approach to the evaluation methods and reporting. Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

The IEO and the Country Office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the Country Office and partners, including quality assurance reports available. All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

Data and information collected from different sources and through various means will be triangulated before the evaluation reaches conclusions and recommendations.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office in Guinea-Bissau: The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RBA. It will support the use and dissemination of the final ICPE report at the country level.

UNDP Regional Bureau for Africa: The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, will help backstop the work of other team members.
- **Consultants:** external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women’s empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- **Research Assistant:** A research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities (tentative)		
Area	Report	Data collection
Governance and rule of law	Governance and poverty consultant + LE	
Inclusive economic development	Governance and poverty consultant + ALE	
Biodiversity and disaster risk management	Environment and DRR consultant + LE	
Gender equality and women’s empowerment	All	

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field data collection. The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and the International Evaluation Advisory Panel (IEAP). It will then be circulated to the Country Office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Guinea-Bissau Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Guinea-Bissau Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively³⁴ as follows:

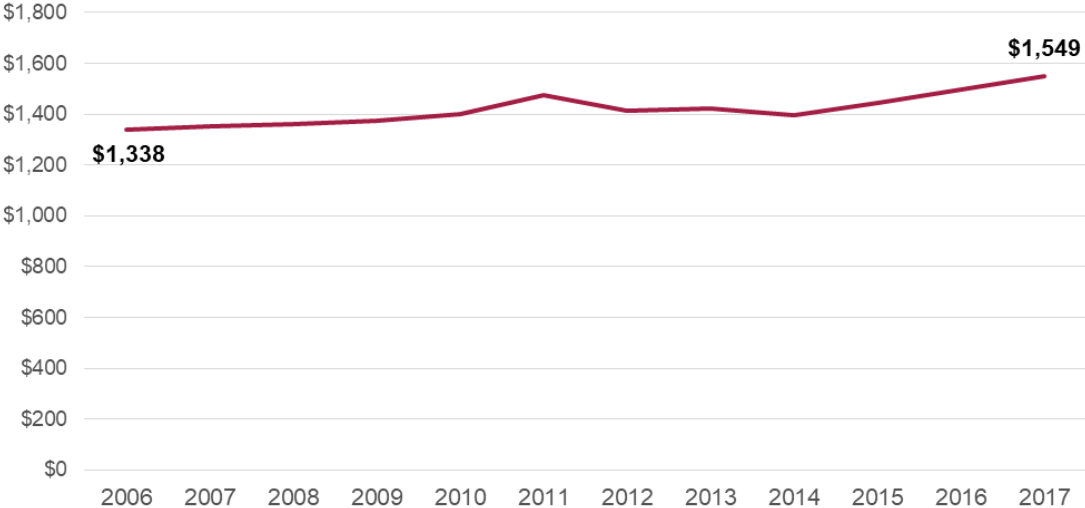
Table 3: Timeframe for the ICPE process going to the Board in June 2020 (tentative)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	September 2018
Selection of other evaluation team members	LE	October 2018
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	March-April 2019
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	1 April–16 April 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	May 2019
Zero draft ICPE for clearance by IEO	LE	June 2019
First draft ICPE for CO/RB review	CO/RB	July 2019
Second draft shared with the government	CO/GOV	September 2019
Draft management response	CO/RB	October 2019
Final debriefing with national stakeholders	CO/LE	October 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	November 2019
Final report and Evaluation Brief	IEO	November 2019
Dissemination of the final report	IEO/CO	December 2019
Presentation to the Executive Board	IEO	June 2020

³⁴ The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

Annex 2. Country at a glance

GDP per capita

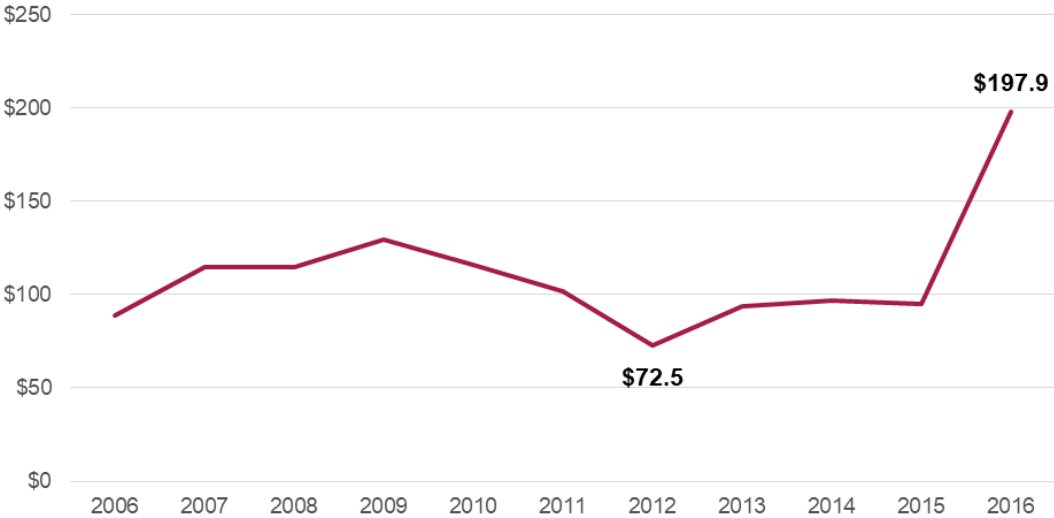
PPP (constant 2011 international dollar)



Source: World Bank, WDI, 2018.

Net ODA received

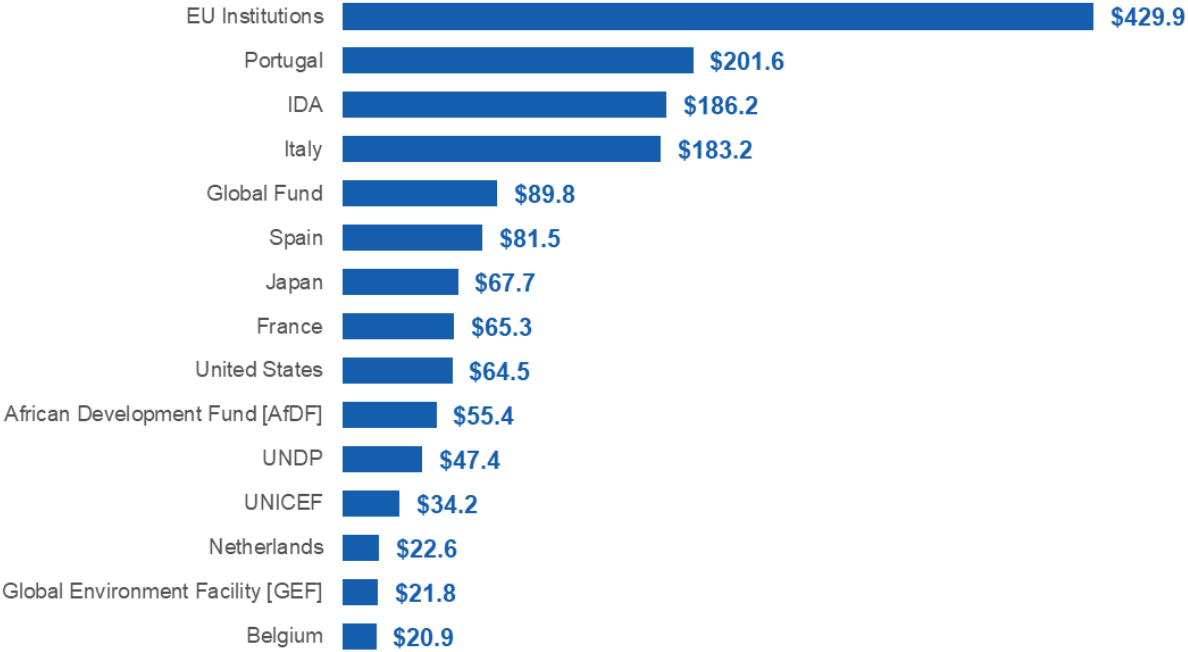
constant 2015 USD
(in millions)



Source: World Bank, WDI, 2018.

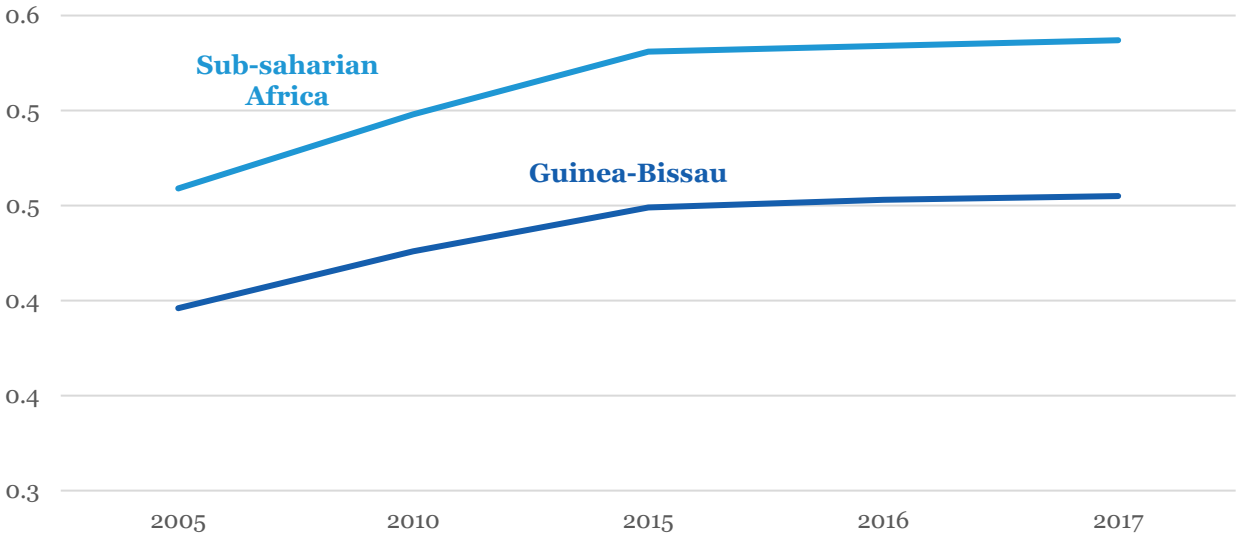
Official Development Assistance Disbursements (2001-2016)

Millions USD



Source: OECD, QWIDS (2016)

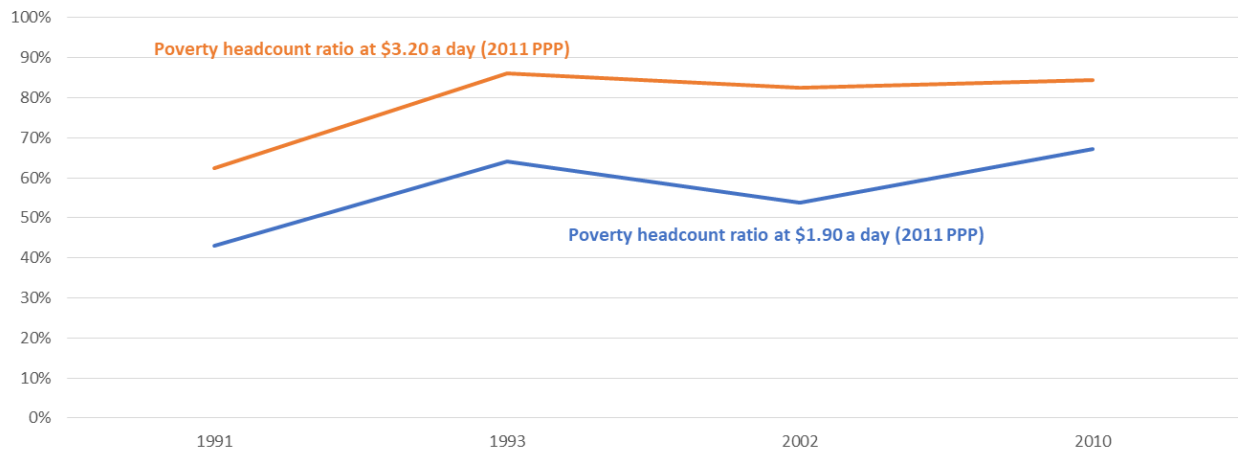
Human Development Index Trends



Source: UNDP Human Development Report

Poverty rates

% of the population



Source: World Bank

Foreign Direct Investment

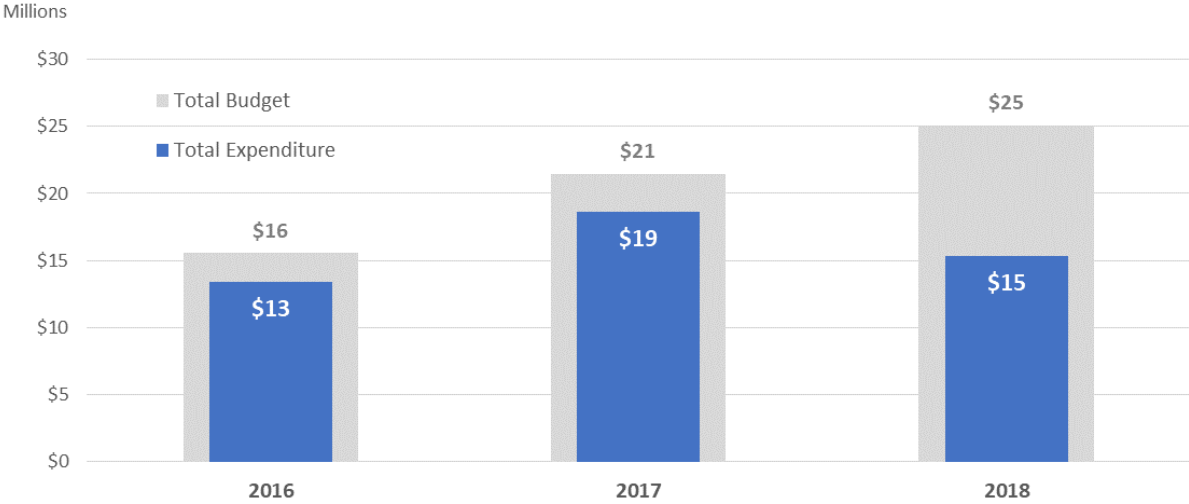
net inflows, Millions (current US\$)



Source: World Bank

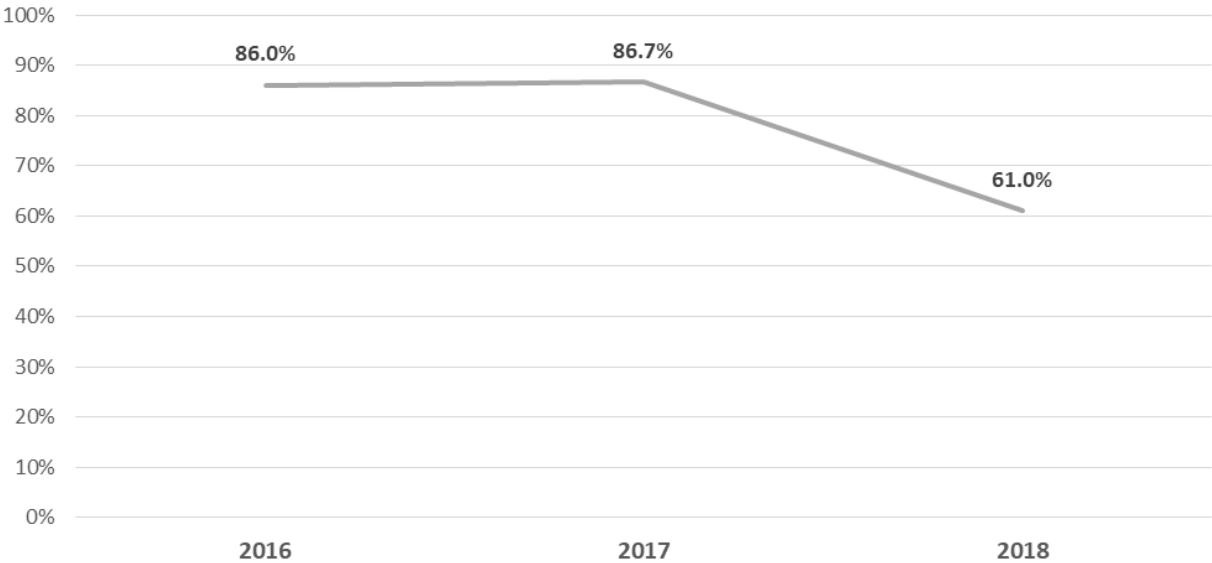
Annex 3. Country office at a glance

Evolution of Programme Budget & Expenditure



Source: UNDP Power Bi/ Atlas. Extraction as of April 2019

Execution Rate by Year

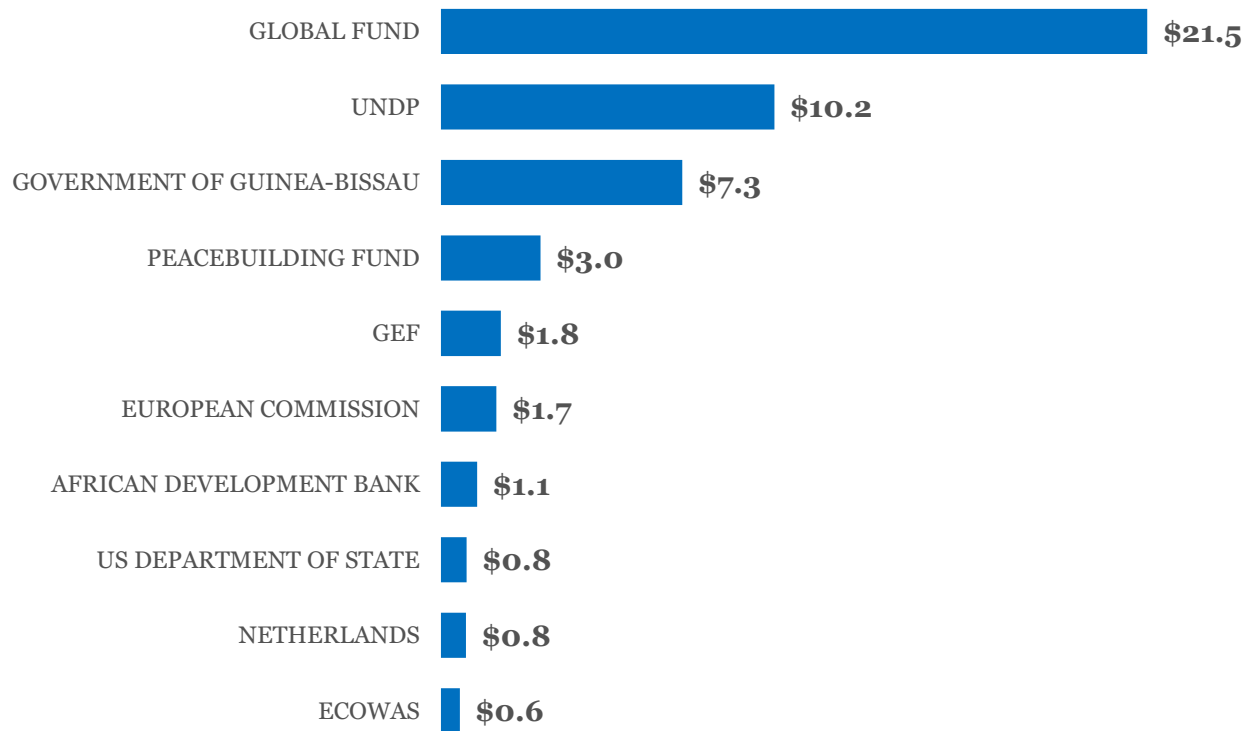


Source: UNDP Power Bi/ Atlas. Extraction as of April 2019.³⁵

³⁵ Final 2018 programme execution rate has been 74.7%. Data Source: Executive Snapshot August 15th, 2019.

Top 10 Donors

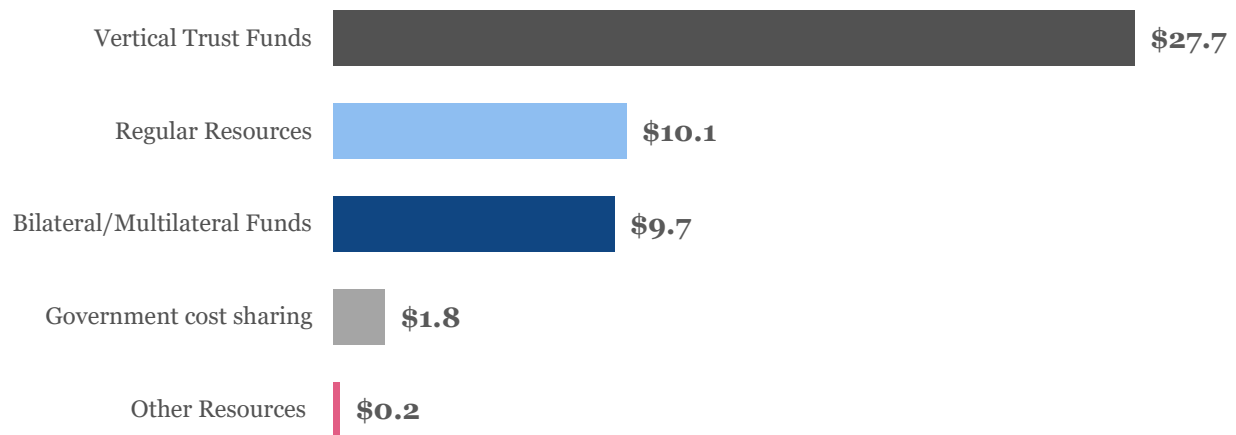
US\$ Millions



Source: UNDP Power Bi/ Atlas. Extraction as of April 2019

Total Expenditure by Fund Category, 2016-2018

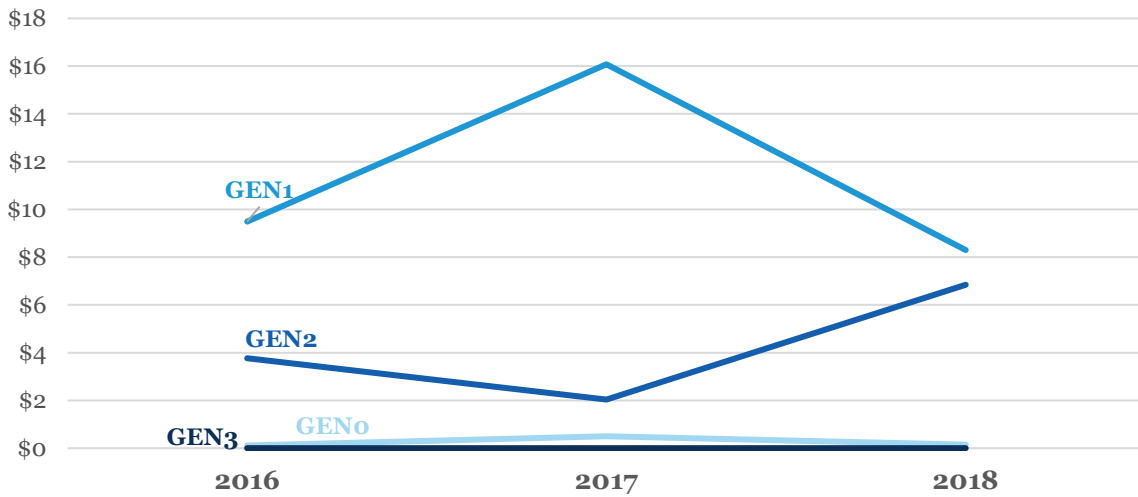
Millions



Source: UNDP Power Bi/ Atlas. Extraction as of April 2019

Expenditure by Gender Marker and Year

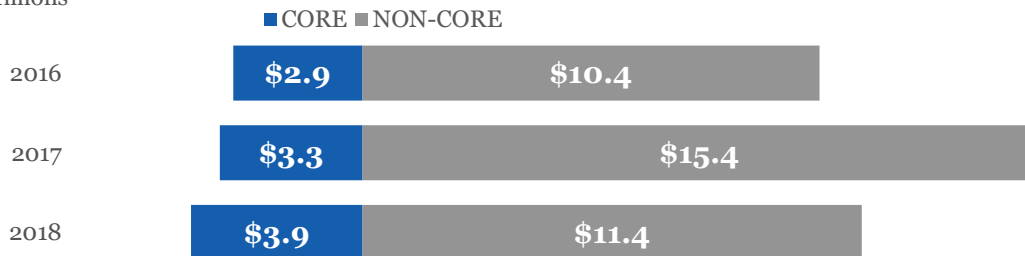
Millions



Source: UNDP Project List as of April 2019.

Program Expenditure by Source

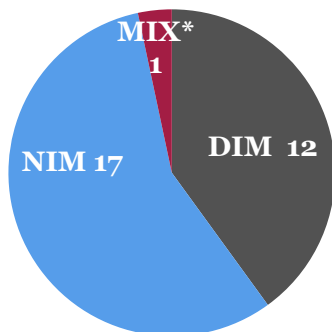
Millions



Source: UNDP Power Bi/ Atlas extraction as of April 2019, filtered by updated Project List.

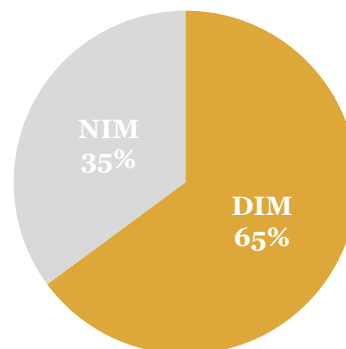
Implementation Modality

Number of Projects



Implementation Modality

Expenditure (Total: \$47.27 Mill)



Source: UNDP Power Bi/ Atlas. Extraction as of April 2019

Annex 4. Project List

Project ID	Project title	Output ID	Output Title	Output_Description	GEN	Start date	End date	Implementat ion modality	2016 Budget	2016 Expenditures	2017 Budget	2017 Expenditures	2018 Budget	2018 Expenditures	Total Budget	Total Expenditures
OUTCOME 37: State institutions, including in the areas of defense, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all																
00051229	Etat de Droit	00076278	Rule of Law	The Rule of Law is a justice reform and security sector reform programme in Guinea-Bissau.	GEN 2	2014	2018	DIM	-	-	-	(10.00)	-	-	-	(10.00)
		00089163	Rule of Law and Justice	The project will provide financial and technical assistance to improve Access to Justice in the country.	GEN 2	2014	2018	NIM	1,939,359.00	1,859,399.85	1,271,000.00	1,047,125.40	-	(133.18)	3,210,359.00	2,906,392.07
00088456	App. Program. National Réforme de la Justice	00095110	App. Program.National Réforme	Le présent projet d'appui vise à renforcer les capacités de pilotage, coordination, et de mise en œuvre efficace et efficiente de la Réforme de la Justice.	GEN 1	2015	2018	NIM	300,000.00	43,887.61	-	-	-	-	300,000.00	43,887.61
00095413	Justice System Monitoring	00099415	Justice Information Monitoring	The project aims at contributing to improving the delivery of justice services through the establishment of a robust information system in the justice sector that will enable an integrated management of backlog cases throughout the justice chain.	GEN 1	2016	2018	DIM	-	-	687,850.00	195,310.00	490,589.00	351,471.54	1,178,439.00	546,781.54
00105088	Rule of Law and Justice	00106363	Rule of Law and Justice	The objective of the project is to strengthen the institutional and human capacity of the rule of law and justice sector, contributing to its modernization and reform.	GEN 2	2017	2019	NIM	-	-	-	-	1,839,468.06	1,351,108.26	1,839,468.06	1,351,108.26
00107912	Justice Sector Stabilization	00108013	Justice Sector Stabilization	Supporting political and institutional stabilization of the Justice sector for peace consolidation in Guinea-Bissau.	GEN 1	2018	2019	NIM	-	-	-	-	585,718.00	141,289.99	585,718.00	141,289.99
00050998	Appui Programme	00063279	Appui Programme	Les institutions publiques sont capable d'alaborer et executer des politiques et le gouvernement est en mesure et de coordonner et gerer de l'aide.	GEN 1	2008	2018	NIM	781,864.30	754,013.32	405,000.00	396,040.86	735,680.00	703,589.15	1,922,544.30	1,853,643.33
00049200	Réf. Administrative et décentralisation	00059822	Réfor Administrative	Operationally Closed (Output 2.5) - Capacités des agents de l'Etat renforcés et l'administration publique redimensionnée et comptable de son action en vue d'une gestion publique efficace et transparente.	GEN 1	2008	2018	NIM	425,430.99	399,595.75	74,000.00	80,016.47	-	-	499,430.99	479,612.22
00078797	PALOP-TL SAI-ISC support for external control	00090774	ProPALOP-TL SAI - GUINÉ-BISSAU	Project for Strengthening technical and functional skills of Supreme Audit Institutions (SAIs), National Parliaments and Civil Society for the control of public finances in the PALOP and Timor-Leste (Pro PALOP-TL SAI, MPs, and CSO)	GEN 0	2014	2018	DIM	270,155.00	111,720.25	234,361.00	221,531.95	37,737.00	37,718.41	542,253.00	370,970.61
00087172	Appui a Institutions démocratiques	00094298	Appui a institutions democrati	Appui à consolidation de l'Etat de droit et de la gouvernance démocratique fondée sur la participation citoyenne, le	GEN 1	2015	2019	NIM	450,000.00	428,922.24	320,000.00	323,220.12	450,000.00	382,530.33	1,220,000.00	1,134,672.69

Project ID	Project title	Output ID	Output Title	Output_Description	GEN	Start date	End date	Implementat ion modality	2016 Budget	2016 Expenditures	2017 Budget	2017 Expenditures	2018 Budget	2018 Expenditures	Total Budget	Total Expenditures	
				renforcement des Institutions républicaines et de la Société Civile													
00099477	Support electoral cycle (2018 - 2019)	00102758	Voter Registration	This output aims to make a diagnosis of the current legal Framework in order to know the gaps and insufficiencies.	GEN 2	2018	2019	DIM	-	-	-	-	4,307,233.92	2,646,587.54	4,307,233.92	2,646,587.54	
		00103309	Electoral management	This output aims to support electoral management bodies in the preparation and organization of local, legislative and presidential elections	GEN 2			DIM	-	-	-	-	-	-	-	-	-
		00103310	Electoral management	Institutional support to electoral management bodies in the post-electoral phase	GEN 2			DIM	-	-	-	-	-	2,926,750.00	1,186,911.90	2,926,750.00	1,186,911.90
00075186	Reduce Tuberculosis in Guinea-Bissau	00087240	Reduction of Tuberculosis GNB	To reduce TB morbidity and mortality across the general population of Guinea-Bissau.	GEN 1	2013	2018	NIM	1,178,746.00	958,796.82	120,340.00	58,721.55	-	418.47	1,299,086.00	1,017,936.84	
00075187	Decrease Mortality & Morbidity linked to Malaria in GB	87241	Decrease Malaria M & Morbidity	To contribute to the decrease of Malaria Mortality and Morbidity in Guinea-Bissau	GEN 2	2013	2018	NIM	940,026.58	752,383.82	112,212.42	16,646.43	-	-	1,052,239.00	769,030.25	
00086342	HIV Procurement_HIV/AIDS GFATM Round 7	00093628	HIV Procurement_HIV/AIDS compo	Support the National Secretariat to Fight AIDS, Principal Recipient of Guinea Bissau for the Global Fund HIV grant GNB-708-G05-H	GEN 1	2014	2018	DIM	895,095.55	501,699.87	3,049,918.93	2,987,974.82	78,399.75	(79,219.90)	4,023,414.23	3,410,454.79	
00095423	Fight Against Malaria NFM	00099429	Fight Against Malaria NFM	Contribute to reducing malaria-related morbidity and mortality. in Guinea-Bissau.	GEN 1	2016	2017	DIM	5,470,319.72	5,390,237.72	11,010,301.94	9,834,166.77	1,442,611.87	736,123.21	17,923,233.53	15,960,527.70	
00099762	TB Procurement & Capacity Building	00103029	TB Procurement & Capacity Buil	Procurement of TB Medicines and strengthening of the grant management capacity of the MINSAP, including PSM and grant preparation aspects.	GEN 1	2016	2017	DIM	-	-	1,416,515.60	695,729.51	6,663.50	6,164.10	1,423,179.10	701,893.61	
00106406	Fight Against Malaria NFC	00107168	Fight against Malaria - NFC	To decrease mortality and morbidity related to malaria in Guinea-Bissau through Prevention interventions and Case Management of malaria illness	GEN 1	2018	2020	DIM	-	-	-	-	7,159,307.48	3,749,426.21	7,159,307.48	3,749,426.21	
00106758	HIV-TB Procurement & Capacity Building	00107344	HIV-TB Procurement & Capacity	Purchase of antituberculous drugs, ARVs and other medical products according to the Convention with MoH Guinea Bissau.	GEN 1	2018	2020	DIM	-	-	-	-	1,730,850.86	1,315,211.58	1,730,850.86	1,315,211.58	
TOTAL OUTCOME 37									12,650,997	11,200,657	18,701,500	15,856,474	21,791,009	12,529,198	53,143,506	39,586,329	
OUTCOME38: Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy																	
00108026	Rural Youth and adolescents to serve as	00108052	Rural Youth and adolescents to	Mobilizing rural Youth and adolescents to serve as peacebuilding leaders through improved competencies, and skills.	GEN 2	2018	2019	DIM	-	-	-	-	555,863.00	427,350.46	555,863.00	427,350.46	

Project ID	Project title	Output ID	Output Title	Output_Description	GEN	Start date	End date	Implementat ion modality	2016 Budget	2016 Expenditures	2017 Budget	2017 Expenditures	2018 Budget	2018 Expenditures	Total Budget	Total Expenditures
	peace leaders															
00049504	Pilotage Economie	00060413	Pilotage Economie	Capacités nationales de mise en œuvre et de suivi-évaluation du DENARP (DSRP) et des OMD renforcées. Mécanismes de suivi et de coordination de l'aide pilotés effectivement par le gouvernement en place au niveau national et des principaux secteurs.	GEN 1	2008	2017	NIM	-	-	5,198.02	5,197.15	-	-	5,198.02	5,197.15
00073852	Reenforcement des Capacités en Politiques et Aide	00086472	Formulation des Politiques et	Strengthening Analytical Capacities, Policy Formulation and Aid Management	GEN 1	2013	2018	NIM	933,896.95	604,946.88	602,647.00	568,297.59	690,202.41	584,240.08	2,226,746.36	1,757,484.55
		00091913	Trade Integration Study	Diagnostic Trade Integration Study	GEN 1	2013	2018	NIM	250,094.52	69,243.82	129,008.52	107,200.27	-	1,170.49	379,103.04	177,614.58
00084600	Creating The Conditions For Local Governance And Local Developmment	92539	creating the conditions for local governance	Local Governance and Development Project reinforces capacities to develop regional planning system, formulate regional and local development plans sensitive to gender and environment, promote decentralization in Gabu, Cacheu and Qunara Regions.	GEN 2	2015	2019	NIM	375,000.00	269,334.32	857,261.00	918,433.22	1,179,120.00	1,229,906.72	2,411,381.00	2,417,674.26
TOTAL OUTCOME 38									1,558,991	943,525	1,594,115	1,599,128	2,425,185	2,242,668	5,578,291	4,785,321
OUTCOME39: Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risk																
00059979	Protected Areas	00075274	Protected Areas	Support the consolidation and expansion of Guinea-Bissau's protected area (PA) system in forestry belt at southeastern part of the country.	GEN 2	2010	2018	NIM	312,551.86	310,740.73	-	-	10,000.00	2,955.18	322,551.86	313,695.91
00061090	Climate Change Adaptation	00077229	Climate Change Adaptation	The ultimate development objective to accomplish is to ensure that high level policies and management plans relating to agriculture and water sectors explicitly consider climate change risks and opportunities.	GEN 2	2011	2018	NIM	592,337.45	570,522.18	54,707.00	54,700.21	20,000.00	0.00	667,044.45	625,222.39
00079611	Renforcement capacités gestion des ressources naturelles	00089555	Gestion ressources naturelles	Renforcement des capacités de décideurs politiques et cadres techniques ; Mécanisme de coordination intersectorielle ; Capacités d'OSC renforcées sur la gestion des ressources naturelles ; Plateforme nationale en gestion des ressources naturelles	GEN 1	2014	2018	NIM	275,000.00	226,243.09	320,000.00	423,829.88	-	-	595,000.00	650,072.97
00087219	Strengthening National PA System in Guinea-Bissau	00094321	Strengthening National PA Syst	Strengthening financial sustainability and management effectiveness of the National PA System in Guinea-Bissau.	GEN 1	2015	2020	NIM	123,466.64	89,339.23	472,099.35	402,260.70	464,218.00	366,861.81	1,059,783.99	858,461.74
101167 / 109463	Natural Resource valuation to conserve global	00103812	PRODOC formulated and approved	Strengthening Natural Resources valuation Capacities for improved planning and decision-making to conserve the global environment. The goal of this project is to have a PRODOC formulated and approved.	GEN 0	2017	2018	NIM	-	-	28,988.47	28,988.47	21,011.53	2,862.93	50,000.00	31,851.40

Project ID	Project title	Output ID	Output Title	Output_Description	GEN	Start date	End date	Implementat ion modality	2016 Budget	2016 Expenditures	2017 Budget	2017 Expenditures	2018 Budget	2018 Expenditures	Total Budget	Total Expenditures
	environme nt	00108819	Natural resource valuation and monitoring	To develop a national integrated and coordinated environmental accounting and monitoring system for improved decision-making on the global environment.	GEN 1	2018	2022	NIM	-	-	-	-	129,500.00	39,638.51	129,500.00	39,638.51
00107979	Low-carbon bioenergy technologies	00108038	Promoting Better Access to Modern Energy Services through Sustainable Mini-grids and Low-carbon Bioenergy Technologies Among Guinea-Bissau's Forest-dependent Communities.	Promoting better access to modern energy services through sustainable mini-grids and low-carbon bioenergy technologies among Guinea-Bissau's forest-dependent communities PRODOC formulated and approved.	GEN 0	2018	2018	DIM	-	-	-	-	90,000.00	74,313.46	90,000.00	74,313.46
00087792	Volontariat au centre de la réduction des risques climatiques et de la gestion des catastrophes	00094707	Volontariat au centre RRC- CC	Renforcer la resilience des communautés pour reduire les risques de catastrophes et accroitre la capacite d'adaptation aux changements climatiques.	GEN 1	2015	2016	NIM	24,355.00	23,351.58	-	-	-	-	24,355.00	23,351.58
00100467	Coastal Communities Resilience to Climate Change	00103417	PRODOC formulated and approved	This project is to manage the project preparation grant to support the formulation of a four year project on Strengthening the resilience of vulnerable coastal areas and communities to climate change in Guinea-Bissau.	GEN 0	2016	2018	DIM	-	-	300,000.00	249,423.22	50,576.78	8,714.03	350,576.78	258,137.25
00113773	Strengthening of SNPC Disaster Risk Management Capacity	00112011		The project aims at strengthening the capacity of the National Service of Civil Protection Service (SNPC) to build awareness, respond to, plan and coordinate recovery from crisis.	GEN 0	2018	2019	NIM	-	-	-	-	75,000.00	24,445.39	75,000.00	24,445.39
TOTAL OUTCOME 39									1,327,711	1,220,197	1,175,795	1,159,202	860,306	519,791	3,363,812	2,899,191
Grand total									15,537,700	13,364,379	21,471,409	18,614,805	25,076,501	15,291,657	62,085,610	47,270,840

Annex 5. People consulted

UNDP Country Office

1. Aliu Gomes, Small-Grants Programme Manager, Sustainable Development Cluster
2. Amadu Bailo Camara, Programme Specialist / M&E Focal Point
3. Angela Abdula, Local Governance Technical Adviser, Sustainable Development Cluster
4. Antoine Fadoul, Global Fund
5. Dauda Sau, Head of Sustainable Development Cluster
6. Diva Bai, UNV Coordinator
7. Elisabete Dumba, Programme Associate, Sustainable Development Cluster
8. Esperance Alfama, DRR assistant
9. Gabriel Labao Dava, Deputy Resident Representative
10. George Ionita, Global Fund Manager
11. John Ngum, Global Fund M&E
12. Jonathan Vega, Global Fund Project Associate
13. José Malam Djassi, Programme Analyst, Governance Cluster
14. Kanil Lopes, Head of Democratic Governance Cluster
15. Luca Monge Roffarello, Senior Economist
16. Inacio Ie, Economics Specialist
17. Mariam Ahmes, Global Fund Finance Officer
18. Moussa Barry, Chief Technical Advisor
19. Oumar da Conceição Diallo, Chief Technical Adviser/ Justice Reform
20. Paulina Mendes, Gender Specialist
21. Raquel Leandro, Programme Analyst, Development Planning and Aid Coordination

UNDP Regional Bureau for Africa

22. Alemtsahaye Girma, Human Resources Advisor
23. Dominique Kabeya, Country Programme Specialist – Team Lead West Africa
24. Jane Owiredu Yeboah, Regional Specialist, Country Oversight Team
25. Mamadou Ndaw, Regional Monitoring and Evaluation Officer
26. Tania Fidalgo, Guinea-Bissau desk officer

UNDP other

27. Duhitha Wijeyratne, CRU, HQ

UN agencies

28. Amino, Political Section Focal Point, UNIOGBIS
29. Boma Jack, Head of combat to drug trafficking and trans-national organized crime, UNIOGBIS
30. David Mclachlan-Karr, Resident Coordinator, UN
31. Donatella Giubilaro, Director Political Affairs Sectors, UNIOGBIS
32. Janet Murdock, Coordinator, Peacebuilding Fund Secretariat
33. Kiyomi Kawaguchi, Country Director, WFP
34. Umasree Polepeddi, Chief of Education Unit, UNICEF

Government counterparts

35. Abdu Sambu, Governor of Gabú
36. Abilio Rachid Said, Institute of Biodiversity and Protected Areas (IBAP)

37. Afonso Aleluia Sá, Regional Delegate of the Plan
38. Agostinho Biague, Director of the Central Medical Stores (CECOME), Ministry of Public Health
39. Alain Sanca, Technical Cabinet to Support the Electoral Process (GTAPE)
40. Ana Paula Miranda, Governor of Cacheu
41. Ansumane Sanha, Office for Legal Information and Consultation (GICJU)
42. Bernardo Cassama, General Directorate of Livestock
43. Braima Sanha, Director, National School of Administration (ENA)
44. Bruno Jauad, Investments Directorate, Ministry of Economy and Finance
45. Carlos Mateus Tavares de Amarante, Director of Agriculture, Ministry of Agriculture and Rural Development
46. Carlos Mendes da Costa, Director, National Statistics Institute, Ministry of Economy and Finance
47. Danilson José Carlos da Silva, Chefe of the Gabu Metereology Station
48. Degol MENDES, Director General of Administration of Justice
49. Dionisio Cabi Franklin Vieira, President of Court of Auditors
50. Dundu Sambu, Governor of Bafatá
51. Eduardo Pimentel, Business Creation Center, Ministry of Economy and Finance
52. Elísio Gomes, Budget Directorate, Ministry of Economy and Finance
53. Feliciano Mendonça, Director of Meteorology
54. Felisberta Vaz, Deputy Executive Secretary of the National Electoral Commission
55. Fernando Jorge Ribeiro, CENFOJ
56. Francisco Zacarias Costa Pereira, Regional Planning Representative, Gabu
57. Ilda Mateus dos Santos, Coordinator of the National Programme of Health Development (PNDS), Ministry of Public Health
58. Inussa Baldé, Directorate of Water Resources
59. Issa Jandi, Secretary of State of Planning and Regional Integration (SEPIR)
60. Joaozinho Sá, Coastal Planning Cabinet, Ministry of Environment and Sustainable Development
61. Jorge Veríssimo Balde Junior, General Director of Decentralization, Ministry of Territorial Administration (MAT)
62. Juiz Conselheiroe, Director of CENFOJ
63. Juliano Fernandes, Office for Legal Information and Consultation (GICJU)
64. Julio Antonio Raul, Project Coordinator GEF, Ministry of Energy
65. Justino Biai, Institute of Biodiversity and Protected Areas (IBAP)
66. Malam Mané, Director, Secretary of State of Planning and Regional Integration (SEPIR)
67. Mamadú Iaia Djaló, Minister of Justice and Human Rights, Ministry of Justice and Human Rights
68. Marcelo de Almeida, Director of International Cooperation
69. Martinho Sifna, Legal Aid Officer at the Center for Access to Justice in Bafatá
70. Mussa Sambu, National Director of Economy
71. N’Pabi Cabi, Executive Secretary of the National Electoral Commission
72. Nelson d’Alva, Regional Electoral Commission in Bafatá
73. Paulo Sanhá, President, Supreme Court of Justice
74. Raimundo Lopes, GEF Focal Point, Ministry of Environment and Sustainable Development
75. Viriato Luis Soares Cassama, Director of Environment, Ministry of Environment and Sustainable Development

Donors

76. Alexandre Borges Gomes, Political Advisor, European Union
77. Pablo Leunda Martiarena, Chief of Cooperation Section, European Union

NGOs – INGOs – Civil society

- 78. Alfredo Handem, Country Representative, Swissaid
- 79. Augusto Mario Silva, President, Guinean Human Rights League
- 80. Focus group with 11 representatives of the National Youth Association, RENAJ
- 81. Mama Mané, APSS NGO, Gabú

Private Sector

- 82. Antonio Moreira, Construction Manager of the Gabú Justice Court
- 83. Basilio Sanca, Bar Association
- 84. Januário Correia, Bar Association

Communities

- 85. Focus group with representatives of the Fundacao Chimbo, Boé National Park, Gabu
- 86. Focus groups with communities in Boe National Park, Gabu
- 87. Focus groups with communities in Pitché, Gabú
- 88. Focus groups with communities working at the Centro Djokerendan in Dulombi National Park, Bafatá
- 89. Focus groups with representatives of the Consultative Councils in Cacheu
- 90. Ranger in Boe National Park, Gabu
- 91. Rangers in Dulombi National Park, Bafatá

Annex 6. Documents consulted

In addition to the documents named below, the evaluation reviewed available programme/project documents, annual work plans, briefs, and other material related to the programmes/projects under review. Many related organizations' websites were also searched, including those of UN organizations, governmental departments, project management offices and others.

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Annex 7. Summary of CPD outcome indicators and status as reported by the country office

Indicator	Baseline	Target	Status/Progress	
			2016	2017
GNB_OUTCOME37 - State institutions, including in the areas of defense, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all.				
1. Proportion of women in Parliament and government, including defence and security	NPA: 14% (2014)	NPA: 20% (2020) Government: 40% (2020)	No change	No change
	Government: 31%		Data: 14% (NPA)	Data: 14% (NPA)
	No reporting for government available.		Government: 16%	Government: 16%
2. Voters turnout (disaggregated by sex and geographic location)	86% (2014)	95% (2020)	<i>No change</i> <i>Data: 86%</i> The result remains unchanged as there has not been any new electoral censuses since 2014. The next elections are expected to take place in 2018.	<i>No change</i> <i>Data: 86%</i> The result remains unchanged as there has not been any electoral census since 2014. The next voters' registration is expected to take place in 2018
3. Number of persons with access to the justice system (disaggregated by gender, social status, and geographic location)	5,707 (2015)	10,000 (2020)	Significant progress	Significant progress
	Men: 4,451 (2015)	Men: 7,500 (2020)	Data: 8,354 (women: 1,808)	Data: 10,097 (women: 2,146)
	Women: 1,256 (2015)	Women: 2,500 (2020)		
GNB_OUTCOME38 - Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy.				
1. Rate of growth of gross domestic product	2.5% (2015)	3.7% (2020)	Significant progress Data: 5.2%	Some progress Data: 4 %

Indicator	Baseline	Target	Status/Progress	
			2016	2017
			According to the Central Bank of West African States (BCEAO)'s 2016r quarter report, the Gross Domestic Product (GDP) growth in Guinea-Bissau is 5.2%. This growth was based on the expansion in agriculture (200,000 tons cashew nut raw material traded domestically and exported, buoyed by favorable terms of trade), significant public and private investments in construction and services sectors, alongside with improvements in water and energy supply.	According to GB's Central Bank the GDP rate is 5.9% in the 3rd quarter of 2017. (BCEAO, .3rd Quarter Report, 2017). This economic growth is supported by cashew nut domestic and international commerce, public investments on agricultural production and infrastructures sectors such energy and telecommunications.
2. Poverty rate	69% (2010)	25% (2020)	No change Data: 69%	No change Data: 69%
			Since 2010, there is no updated poverty assessment in the country to measure progress. This means unavailability of data to monitor the progress, including related to the reporting year (2016). To address this institutional weakness of the government, UNDP will support in 2017 a multidimensional poverty assessment study and poverty survey. In addition, the Regional Planning Methodology and Sectorial Strategic Development Plan developed and adopted by the government in 2016, will be used to build a national planning, monitoring and evaluation system that will	No update data since 2010. For 2018, WB and UNDP are projected to support the GOGB to carry-out the poverty survey at national level to update the data. The increase of cashew nut in price at local market (around 50%, from 2016) has benefited a large number of rural producers who managed to sell more than 170,000 tons metric and have cash to invest in improvement of their life conditions (ANCA Report, 2017). This may suggest that the monetary poverty rate decrease among those small rural producers that have benefited from the good prices of cashew nut in 2017.

Indicator	Baseline	Target	Status/Progress	
			2016	2017
			address the poverty issues at local and central levels. However, the significant level of public investments made in 2016 through development programs/projects in rural areas and public works, as well as the capital flows in cashew nut in market registered this year benefiting a significant number of small producers and traders, most of them women and youth, suggests that the monetary poverty may be reduced.	
3. Unemployment rate disaggregated by sex	18% (2010)	15% (35% women) - (Target year not reported)	No change Data: 18 %	No change Data: 18 %
			There is no updated poverty assessment in the country to measure progress, meaning no means to update the baseline target; no labor market statistics exists or produced. Under public administration reform process, UNDP intends to strengthen Labor Division capacity to produce regular statistics on employment.	No update data is available since 2010. The cyclic political instability has blocked the implementation of the planned support to Labor Division to develop capacity to produce statistic data on employment. In 2018 support will be provided to the GOGB to carry-out a baseline study in 3 pilot regions (Cacheu, Quinara and Gabu).
GNB_OUTCOME39 - Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risk				
1. Percentage of the population using techniques and methods adapted to climate change, disaggregated by sex	1.72% (2015)	2.5% (2020)	Some progress Data: 2%	Some progress Data: 3.2%
			The percentage of the populations using climate resilient techniques has increased from 1.5 to 2.2% in 2016, representing 33,000 producers	An additional 16,979 (72,3% female and 27.7% male) producers from Bolama/ Bijagos Islands, Bafata, Gabu and Biombo have adopted climate

Indicator	Baseline	Target	Status/Progress	
			2016	2017
			from Gabu, Bafata, Cacheu, Quinara, Biombo and Tombali Regions. This increase is due to the expansion of the geographical coverage (from 1 to 5 regions) and villages (from 14 to 56) adhering to climate resilient techniques in the aforementioned regions (Climate Change Annual Report produced by government with UNDP, 2016; UNDP-VNU-Plan Guinea-Bissau DRR Joint Programme Annual Report, 2016).	adaptive techniques and access to renewable energy from solar panel and biodigestors. (SGP-GEF Annual Report 2017).
2. Percentage of territory covered by protected areas	15% (2015)	26% (2020)	<p>Target reached or surpassed</p> <p>Data: 26%</p> <p>5 additional protected areas comprising 3 corridors and 2 parks covering 4,065 km² of surface were established and managed "de facto" by a permanent team of the Institute of Biodiversity and Protected Areas (IBAP) guard parks, while waiting for its formal approval by the government (delayed due to a long lasting political instability, since August 2015). The National Protected Area System (SNAP, acronyms in Portuguese) expands from 5,456.17 km² to 9,521.17 km², representing 26.3% of national territory surface (36,125 km²)</p>	<p>Target reached or surpassed</p> <p>Data: 26.3%</p> <p>The target is reached with the publication of the Presidential Decree in the State Official Bulletin in April 7, 2017, establishing legally 2 national parks and 3 corridors for big fauna.</p>

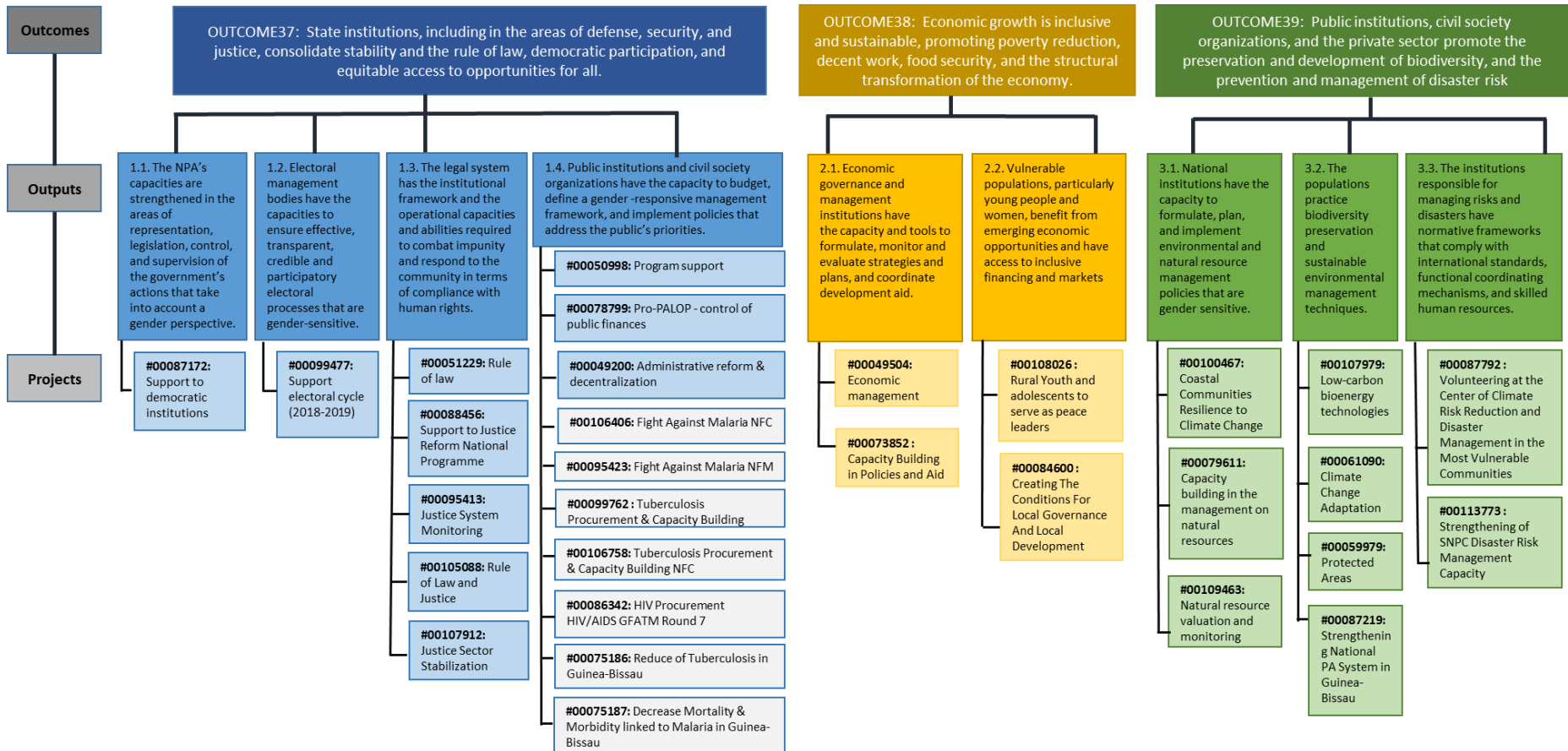
	Output #	Output Description	Output Indicator #	Output Indicator Description	Baseline	Target 2020	Value 2016	Value 2017	Value 2018	Source of data
OUTCOME 37	1.1.	The NPA's capacities are strengthened in the areas of representation, legislation, control, and supervision of the government's actions that take into account a gender perspective.	1.1.1.	Extent to which the Parliament has improved its administrative and human resources capacities required to discharge its mandates in relation to law-making, oversight and representation (rating scale 0-4)	2	3	2	3	3	Public Perceptions Surveys, ANP annual report.
			1.1.2.	No. of laws that nationalize international conventions on human rights	2	5	2	2	2	ANP annual report
			1.1.3.	Percentage of women parliamentarians with the capacity required to discharge law-making, oversight and representation mandates	0%	60%	0	0	0	ANP reports; Parliamentarians Women Network Reports
			1.1.4.	Percentage of elected women in municipal elections	0%	20%	0	0	0	CNE report
	1.2.	Electoral management bodies have the capacities to ensure effective, transparent, credible and participatory electoral processes that are gender-sensitive.	1.2.1.	No. of registered electors	775,508	805,240	775,508	775,508	797,400	GTAPE and CNE reports
			1.2.2.	Extent to which capacity of the electoral management body to perform its functions, including: financial and operational planning, conducting operations for elections, voter information and stakeholder outreach to hold credible and inclusive elections, has improved.	3	4	3	3	3	GTAPE and CNE reports
	1.3.	The legal system has the institutional framework and the operational capacities and abilities required to	1.3.1.	No. of persons who have accessed or benefited from legal aid services, disaggregated by sex and age	men: 4,451; women: 1,256	men: 7,500; women: 2,500	men: 6,546; women: 1,808	men: 7,951; women: 2,146	men: 9,537; women: 2,690	Ministry of Justice reports
			1.3.2.	No. of additional unresolved crimes and cases of human rights violations,	0	300	0	0	0	Sectorial court system; Human

	Out-put #	Output Description	Output Indicator #	Output Indicator Description	Baseline	Target 2020	Value 2016	Value 2017	Value 2018	Source of data
		combat impunity and respond to the community in terms of compliance with human rights.		including gender -based violence, that are reported, prosecuted and resolved						Rights Observatory reports.
	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's priorities.	1.4.1.	No. of ministries fully applying national public administration policy priorities and principles	0	10	0	0	0	Bylaws and administrative rules
			1.4.2.	Extent to which human resources management systems and controls are effective and transparent. (rating scale 1 -4)	2	3	2	2	2	Ministry of Public Administration and Finance
			1.4.3.	No. of proposals produced by civil society organizations (CSOs), including women's organizations, that feed development policy debates and formulation	Others: 0; Women: 0	Others: 6; Women: 6	0	0	women:1	CSO reports. UNDP evaluation reports.
			1.4.4.	No. of local governments that develop gender -responsive plan, budgeting and monitoring delivery of basic services.	0	3	0	0	3	Reports of the Ministry of Territorial Administration and the State Secretariat for Planning
OUTCOME 38	2.1	Economic governance and management institutions have the capacity and tools to formulate, monitor and evaluate	2.1.1.	Percentage of ministries using a national planning, monitoring, and evaluation system	0%'	60%	0	0	0	State Secretariat for Planning
			2.1.2.	Existence of a database on poverty and sustainable development objectives	Non-existent	By 2018	N/A	N/A	N/A	State Secretariat for Planning
			2.1.3.	No. of policies that respond to the post-2015 development agenda	0	3	0	0	2	State Secretariat for Planning

	Output #	Output Description	Output Indicator #	Output Indicator Description	Baseline	Target 2020	Value 2016	Value 2017	Value 2018	Source of data
		strategies and plans, and coordinate development aid.	2.1.4.	Existence of a coordination mechanism that contributes to improving aid effectiveness	N/A	By 2017	N/A	N/A	N/A	Secretariat for Planning
	2.2.	Vulnerable populations, particularly young people and women benefit from emerging economic opportunities and have access to inclusive financing and markets	2.2.1.	No. of persons with income from micro business development at the local level, disaggregated by sex and age group	men: 750; women: 613; youth: 1,363	men: 5,000; women: 5,000; youth: 10,000	men: 750; women: 613; youth: 1,363	men: 750; women: 613; youth: 1,363	N/A	State Secretariat for Planning
	2.2.2.		No. of new jobs created, disaggregated by sex and age group	men: 173; women: 202; Youth: N/A	men: 2,500; women: 1,500; youth: 3,500	men: 879; women: 581; youth: N/A	Idem	Idem	Ministry of the Economy	
	2.2.3.		No. of people, disaggregated by sex and age group, with access to microfinance products	men: 750; women: 613; youth: 1363	men: 5,000; women: 5,000; youth: 10,000	men: 750; women: 613; youth: 1,363	Idem	Idem	State Secretariat for Planning	
OUTCOME 39	3.1.	National institutions have the capacity to formulate, plan, and implement environmental and natural resource management policies that are gender sensitive.	3.1.1.	No. of national entities with functional capacities in formulating, planning, and implementing sustainable natural resource and environmental management policies	1	13	N/A	N/A	5	Department of the Environment and other targeted entities
			3.1.2.	No. of new protected areas created	6	11	N/A	N/A	10	IBAP
			3.1.3.	Extent to which policy frameworks sensitive to climate change and its impacts are in place (rating scale 0-4)	3	4	N/A	N/A	3	Government Operational Plan reports
	3.2.	The populations practice biodiversity	3.2.1.	No. of communities that have adopted community-based, sustainable natural	50	300	N/A	N/A	51	IBAP

Output #	Output Description	Output Indicator #	Output Indicator Description	Baseline	Target 2020	Value 2016	Value 2017	Value 2018	Source of data
	preservation and sustainable environmental management techniques.		resource management methods that generate jobs and income						
		3.2.2.	No. of regions/sectors with operational networks, including women's networks, to disseminate innovative, appropriate technologies on climate-adapted methods for agriculture, forestry, cattle-raising, and fishing	1	5	N/A	N/A	1	Ministries concerned
		3.2.3.	No. of people skilled in implementing innovative and appropriate technologies on climate-adapted methods for agriculture, forestry, cattle raising, and fishing, disaggregated by sex	men: 5,000; women: 20,000	men: 10,000; women: 40,000	N/A	N/A	33,558 (men: 25,023; women: 8,565)	Department of the Environment/Ministry of Agriculture
		3.2.4.	No. of households in the Gabu, Quinara and Cachéu regions, with increased access to renewable energy	1,125	2,000	N/A	N/A	1,028	Ministry of Energy
		3.2.5.	Percentage of protected areas managed sustainably (technically and financially)	0%	50%	N/A	N/A	15%	IBAP
3.3	The institutions responsible for managing risks and disasters have normative frameworks that comply with international standards, functional coordinating mechanisms, and skilled human resources.	3.3.1.	No. of people benefiting from meteorological monitoring and early warning system	802,000	1,445,000	N/A	N/A	900,000	National weather and civil protection agency
		3.3.2.	Extent to which policies and action plans that meet international standards for risks and disaster management are being implemented (rating scale 0-4)	3	4	N/A	N/A	3	National Civil Protection Agency
		3.3.3.	Number of people affected by natural disaster B	3,700	740	3,700	3,700	N/A	National Civil Protection Agency

Annex 8. Project mapping



Note: Projects may related to multiple outcomes