



REPUBLIC OF GUINEA-BISSAU
FINAL EVALUATION OF THE 2016-2020 UNPAF
FINAL REPORT

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Table of Contents

ACCRONYMS	3
EXECUTIVE SUMMARY	5
SECTION I. BACKGROUND TO THE UNPAF.....	10
Country Profile	10
Background to the evaluation of the 2016-2020 UNPAF	11
Scope of the UNPAF Final Evaluation	11
Deliverables of the Final Evaluation	12
Methodology used for the evaluation	12
SECTION II. – FINDINGS.....	12
On the follow-up to the MTR recommendations	12
On the national ownership of the UNPAF process.....	13
On the United Nations Country Team in Guinea-Bissau	14
On the UNPAF’s Relevance.....	14
On the UNPAF’s design.....	15
On the UNPAF’s Effectiveness.....	19
On Efficiency	21
On Sustainability:	22
On the managerial aspects of the UNPAF.....	23
On the resources mobilization strategy:	24
On the Gender Strategy:.....	24
On the Communication Strategy	26
SECTION III – LESSONS LEARNT AND RECOMMENDATIONS	27
RECOMMENDATIONS	28
 ANNEXES:	
ANNEX 1-RELATIONSHIP BETWEEN ORIGINAL OUTCOME INDICATORS AND NEW “OUTPUT” INDICATORS	
ANNEX 2 – ACHIEVEMENTS REPORTED COMPARED TO UNPAF OUTPUT INDICATORS	
ANNEX 3 – DEFINITIONS ON THE DIFFERENCE BETWEEN AN OUTCOME AND AN OUTPUT	
ANNEX 4 – RATINGS TABLE	
ANNEX 5 - LIST OF PERSONS INTERVIEWED	
ANNEX 6- LIST OF MAIN DOCUMENTATION REVIEWED	
ANNEX 7- TERMS OF REFERENCE OF THE EVALUATION MISSION	
ANNEX 8 - AUDIT TRAIL	

ACCRONYMS

AfDB	African Development Bank
ARV	Antiretroviral
BOAD	West African Development Bank
BOS	Business Operations Strategy
CAADP	Agricultural Development Programme
CBF	Common Budgetary Framework
CBO	Community Based Organization
CCA	Common Country Assessment
CDTOC	Combatting Drug Trafficking and Organized Crime
CHW	Community Health Workers
CNE	National Elections Commission
CPD	Country Programme Document(s)
CRENAG	Outpatient National rehabilitation Centre
CRENI	Intensive Nutritional Rehabilitation Center
CSB	Corn-Soy Blend nutritional supplement
CSO	Civil Society Organization(s)
EMTCT	Elimination of Mother-Child Transmission
FAO	UN Food and Agriculture Organization
FCFA	Central African Francs
FGM	Female Genital Mutilation
GBV	Gender Biased Violence
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GICJU/CAJ	Information and Judicial Consultation Office
GoGB	Government of Guinea-Bissau
GTAPE	Regional Commission Electoral Support Office
ICM	International Confederation of Midwives
IMAM	Integrated Management of Acute Malnutrition
LMIS	Logistic Management Information System(s)
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Surveys (UNICEF)
MINSAP	Ministry of Public Health of Guinea-Bissau
MoE	Ministry of the Environment of Guinea-Bissau
MTR	Mid-Term Review
mWATER	A data management platform for water
NAP	National Aids Programme
NGO	Non-Governmental Organization
ODF	Open Air Defecation
PAIGC	African Party for the Independence of Guinea and Cape Verde
PBF	UN Peacebuilding Fund
PIU	Project (Programme) Implementation Unit
PMT	UNCT Programme Management Team
PNA	People's National Assembly
PPM	Women's Political Platform
RC	UN Resident Coordinator
RCO	UN Resident Coordinator's Office

RESEN	State Report on Education System
RH	Reproductive Health
SDG	Sustainable Development Goal(s)
SGP-GEF	Small Grants Programme
SiSSAN	Nutrition Monitoring System (WFP)
SMART	SPECIFIC, MEASURABLE, ACHIEVEBLE/ATTAINABLE, RELEVANT, TIME-BOUND INDICATORS
SRH	Sexual Reproductive Health
SMSG	Special Representative of the UN Secretary General
TBD	To be determined
THR	Take Home Rations
ToC	Theory of Change
ToR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	UN Country Team
UNDAF	UN Development Assistance Framework
UNDG	UN Development Group
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	UN Fund for Population Activities
UNICEF	United Nations Children's Fund
UNIOGBIS	UN Integrated Peacebuilding Office in Guinea-Bissau (formerly UNOGBIS)
UNODC	UN Office on Drugs and Crime
UNPAF	UN Partnership Framework for Guinea-Bissau
UNRC	United Nations Resident Coordinator
UNSDCF	UN Sustainable Development Cooperation Framework (new name for UNDAFs)
UNSCG	United Nations System Communication Group in Guinea-Bissau
UNWOMEN	The UN Entity for Gender Equality and the Empowerment of Women,
WAEMU	West African Economic and Monetary Union
WASH	Water, Sanitation and Hygiene programme
WB	World Bank
WFP	UN World Food Programme
WHO	UN World Health Organization

EXECUTIVE SUMMARY

The Final Evaluation Team was composed of an International Consultant, Mr. Juan Luis Larrabure, and two national consultants, Misters Filinto Omar Martins Salla and Ucaim Gomez. The Evaluation was carried out in three phases. The first was a thorough desk review of the relevant documentation. The second phase was composed of structured face to face interviews with all stakeholders, the distribution and analysis of a confidential survey (to triangulate information), the distribution and analysis of financial tables and field visits to discuss with regional authorities and stakeholders and visit UNCT projects. The third phase took place both in Bissau where the two national consultants continued to ascertain information and feed it to the Team Leader, who from home, completed this report. The Final Evaluation Report is divided into two main blocks. The first of these is the Executive Summary. The report is itself, which in turn is divided into three main sections, summarized as follows.

At the outset the Evaluation Team wishes to recognize the important contributions that, through their projects, the UN agencies and UNIOGBIS are making to the sustainable and socio-political development of Guinea-Bissau.

However, it should be made clear that what we are evaluating are not the results produced by each project, but rather determine:

- if these Outputs are the product of the UNCT working as a Unit and guided by a pre-determined planning and monitoring tool (the UNPAF) or rather if they are linked to the individual mandates and Country Programming Documents of each agency;
- if these Outputs are linked to the UNPAF Outcomes and Outcome Indicators through a “causal pathway” that allows the evaluator to effectively link them;
- if the chosen UNPAF Outcomes are sufficiently close to the reality of the work of the UN, so as to be able to attribute a significant contribution of UN Project Outputs to those UNPAF Outcomes and Outcome Indicators;
- if the Outputs reported in the Data Collection Tables are reported using quantitative or qualitative metrics, so as to allow the persons monitoring or evaluating the UNPAF to measure (or at least reasonably infer) causality and progress against the Outcome Indicators.

Section I sets the basic background by providing basic information on Guinea-Bissau’s main historical milestones, its economy, the country’s demographics, and its geography. It also contains information on the reasoning behind the Final Evaluation, the methodology used to carry it out and the expected “deliverables” that the Final Evaluation Team was to produce.

Section II constitutes the core of the evaluation of the 2016-2020 UNPAF. The report begins by analyzing the actions taken to implement the six recommendations of the MTR. In this respect the Final Evaluation Team noted that the Steering Committee of the UNPAF had not met since the MTR nor was there evidence of increased participation of non-UN related nationals in the Outcome working groups. Having the Prime Minister co-chair such a committee may have contributed to it meeting very irregularly, to not having it play the correct supervisory role and to a lack of national ownership. An attempt to revise the UNPAF, as recommended was made. However, the original UNPAF Outcomes and Outcome Indicators as drafted, were not modified. Rather, new purported

“Outputs” and “Output Indicators” were introduced. These purported “Outputs” and “Output Indicators” did not directly relate to the original Outcome Indicators, so no logical pathway linked them. Furthermore, these changes did not constitute a revision of the UNPAF with the consideration and approval (signature) of all the parties that signed the 2016-2020 UNPAF. Therefore, they are considered to be the product of an informal UNCT internal exercise. For these reasons, they could not in any case be used to measure progress towards meeting the targets as set in the 2016-2020 UNPAF Outcome Indicators. The MTR further recommended that the Outcome working groups “seek opportunities of joint programming and joint programs as recommended by UNDG” but the Evaluation Team only managed to identify a few, very limited instances of examples of joint programming or joint execution of activities.

In respect of national ownership of the UNPAF, the Final Evaluation Team came to the same conclusion that the MTR Team had come to. Both concluded that there had been little ownership of the UNPAF on behalf of the Government and civil society. The Final Evaluation Team was glad to note that the four Outcome working groups were composed of well-trained members and had the capacity to determine their own work plan. The Team also noted that the Programme Management Team (PMT) had been re-established in February of 2020. From their discussions with UN Agency Heads and their staff it was clear that they understand that the managerial decision to have all the UN system work closely together under the guidance of a Resident Coordinator is now the way forward for the UN. Furthermore, the Evaluation Team established there was goodwill on the part of all concerned while recognizing that having different mandates, governing bodies, reporting lines, reporting requirements and formats, timing requirements, financial and managerial integrated systems are all factors that must be overcome in order to work together effectively. To this, is added the time constraints imposed by the ever increasing demands on their time. All of these factors, but especially the timing requirements for the submission of their CPDs, resulted in the shortcomings in the design and execution of the 2016-2019 UNPAF which we describe below.

The Evaluation Team found that the UNPAF Outcomes were very general in nature, but were nonetheless relevant to and consistent with the countries needs and plans, as expressed in the national plan called Terra Ranka. They were also consistent with the 2030 SDGs.

While individual projects executed by the UN Agencies have made important contributions, the choice of Outcome Indicators was so unrelated and distant from what the UNCT could realistically achieve, that it is not possible to measure or make significant attributions to their contributions to the UNPAF. Just a few examples of are given below so that the reader can easily understand why the Evaluation Team reached this conclusion.

- **Outcome Indicator 1.2 refers to increasing the participation in elections**, but the results reported are below both the TARGET set for 2020 AND the BASELINE established in 2016.
- **Outcome Indicator 1.3 refers to the number of Treaties and Conventions ratified, implemented and monitored.** Guinea-Bissau is signatory to 172 such documents, but all the activities reported refer to only 3 of them in the field of Human Rights.
- **Outcome Indicator 2.1 refers to GDP growth.** Economic Growth depends on international export prices (for cashews), local and international investment climates, investment opportunities available, productivity gains etc. The project achievements reported all refer to a strategy and policy of in Guinea-Bissau, a report on tax revenue, another on poverty

and some activities on aid coordination. NONE of these can have a meaningful impact on GDP growth. Furthermore, many other Outcome indicators are lacking BASELINE and/or TARGET metrics making it impossible to attribute progress.

This is the case for many of the Outcome Indicators. In addition:

- Of the 42 numbered Outcome Indicators, four (Indicators 2.7, 3.20, 3.21 and 3.22 of the UNPAF (were numbers but had no content).
- 13 out of 42 Outcome Indicators had no BASELINE or TARGET on which to monitor progress.
- 18 of the 42 Outcome Indicators had as a source of verification of progress the MICS. The latest MICS, although completed and in draft form, was not made available to the Evaluation Team. The reason was that it was still to be formally approved.
- Several of the Outcome Indicators had no reported achievements against which the Team could measure progress.

Further information on this is provided under two headings below, dealing with **the UNPAF's Design** and **the UNPAF's Effectiveness**, as well as in Annex 1 – RELATIONSHIP BETWEEN ORIGINAL OUTCOME INDICATORS AND NEW “OUTPUT” INDICATORS” and Annex 2 - ACHIEVEMENTS REPORTED COMPARED TO UNPAF OUTPUT INDICATORS. There the reader will be able to access the various analyses that the Evaluation Team carried out to support its conclusions.

In order to evaluate the efficiency in the execution of the UNPAF, the Evaluation Team sent out a matrix of financial tables to all the UN agencies. Of the 19 agencies, only 7 agencies responded (all of them resident in Bissau). The table's breakdown by UNPAF Outcome was not always consistent with the totals reported, so the Evaluation Team would not feel comfortable providing figures by Outcome. Nevertheless, one can state that at least 197 million U\$ dollars were spent supporting project activities that were reported as linked to UNPAF. Of this amount 16 % were spent on projects reported to support Outcome 1, while 11.3% were linked to Outcome 2 and only 3.4% were reported as linked to Outcome 4. By far the greatest share of the expenditures linked to the UNPAF were reported as linked to Outcome 3, that is to say 69.3%. If we look at the amount spent and the achievements enumerated in the annual Data Collection Tables, the Evaluation Team feels that the expenditures were commensurate.

Cost Sharing resources mobilized by these agencies was reported to be 75.5 million U\$ dollars. Of this total, slightly over 73 million U\$ dollars or 97% was acquired by one agency (UNDP). The Evaluation Team feels this is consistent with its finding that although a resource mobilization strategy in support of the UNPAF was designed, it was not executed. The cost-sharing funds that did materialize seem to be the product of the efforts of individual agencies, rather than a full UNCT endeavor.

As far as the UNPAF having as a result the reduction of programme related transaction costs, the Evaluation Team found no evidence to support this. While, as explained the corresponding heading **on Efficiency** below, the UN system had indeed made important savings providing joint common services (medical services, security, internet/IT support services etc.) these savings were related to administrative expenditures and not related to joint programming/execution initiatives.

In the heading dealing with **the Sustainability** of the results of UN agency executed projects, the Evaluation Team is cautious to pronounce firm conclusions without the benefit of having evaluated each of these projects, a task which neither the ToR required nor time would have permitted. However, from those projects we did manage to look into, we can make some basic observations. Generally, too many projects are started without due attention to this vital concept. They rely on the idea that if the benefits of a project are clear and positive, the government, the community or other donors will provide the elements required to ensure the continuation of those benefits. However, in practice this is somewhat utopic, as governments in developing countries are always short of financial and technical resources and may have very different priorities evolve over time. It is vital therefore to identify in every project during its design, an exit strategy that spells out how the financial, socio-political and environmental sustainability of project benefits will be guaranteed over time. The Evaluation Team saw evidence of the existence of an exit strategy only for UNIOGBIS' activity wind-down.

The report goes on to highlight the very positive contributions of the Gender Working Group. Amongst its most significant achievements was the drafting and passing of the Parity Law in 2018, which requires all parties to include in their electoral lists 36% of female candidates. Although this law was not always followed in the November 2019 elections and the total number of women elected to parliament did not increase, nevertheless this constitutes a significant milestone in recognizing the need for greater female participation in the political process. Other important contributions are highlighted in the corresponding heading **on Gender**.

In the next heading, the Evaluation Team reviews the Communications Strategy designed in support of the UNPAF and regrets that this strategy was not adequately funded and fully implemented. So much for the evaluation of the 2016-2020 UNPAF.

Section III deals with the lessons learnt from the 2016-2020 UNPAF and the recommendations for the drafting, execution and monitoring of future United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2021-2025. The Evaluation Team found 12 weak points that needed to be corrected to avoid running into the same limitations in designing, executing and monitoring the 2021-2025 UNSDCF. They are expressed below.

The UNPAF:

1. **WAS NOT BASED ON CCA**
2. **ITS OUTCOMES WERE SOMEWHAT LINKED TO TERRA RANKA & SDGs**
3. **WAS DRAFTED IN PARALLEL OR AFTER AGENCY CPDs**
4. **THERE WAS LITTLE GOVERNMENT OWNERSHIP OF THE UNPAF**
5. **A STEERING COMMITTEE WAS CREATED, BUT NOT EFFECTIVE AS IT MET ONLY TWICE**
6. **HAD 4 VERY GENERAL OUTCOMES THAT ENCOMPAS MANY MULTI-THEMATIC MANDATES**
7. **HAD 42 OUTCOME INDICATORS, MANY WITHOUT BASELINE AND OR SUCCESS SPECIFICATIONS.**
8. **OUTCOME INDICATORS HAD NO CLEAR LINK (PATHWAYS) TO ACTUAL PROJECT OUTPUTS.**
9. **NOT ALL INDICATORS HAD A PRIORI AGREED VERIFIERS (MEANS OF VERIFICATION)**
10. **NO EFFECTIVE RESOURCE MOBILIZATION STRATEGY LINKED TO UNPAF**
11. **NO EFFECTIVE COMMUNICATIONS STRATEGY FOR THE UNPAF**
12. **NO REAL EXAMPLE OF WHAT THE UNCT, WORKING AS A TEAM, CAN ACHIEVE IN SOLVING IN A HOLISTIC MANNER THE KEY SDG SHORTCOMINGS.**

Therefore, the UNPAF outcome indicators, as designed, were not very useful to monitor progress. On the positive side, work on and reporting of the activities of the UNPAF was entrusted to four working groups. One for each Outcome. Clearly the working groups have promoted greater dialogue between agencies and spawned several examples of complementary common actions.

The Evaluation Team then proceeds to make recommendations to address these weaknesses or limitations.

The Recommendations of the Evaluation Team to the Resident Coordinator and the UNCT are:

1. The new “UNSDCF” should have a title that includes the GoB in it. Per example: “Government of Guinea-Bissau – UNITED NATIONS Sustainable Development Cooperation Framework.”
2. The CCA exercise should be completed in the shortest delay possible.
3. Work on the “agreed Framework” should be started as soon as possible in order to establish common Outcomes that the UNCT, operating as a team, will pursue. Only then should they proceed to complete the agency country programme documents (CPDs).
4. A functional Steering Committee composed of the UNCT and co-chaired by the UNRC and a senior government official at an appropriate level should be put in place and should meet regularly.
5. The outcomes chosen should be derived from national priorities and each Outcome should be linked to only two or three SDGs.
6. Where necessary, sub-outcomes should be used to link the chosen Outcomes to project Outputs,
7. Working Outcome Groups should be aligned with these SDGs linked Outcomes and should include one or two key government counterparts dealing with those SDGs, as well have an M&E officer from the lead agency in the group.
8. The Outcome Groups should meet at regular pre-established intervals, preferably quarterly to monitor progress based on project outputs and report regularly (semiannually) to the UNCT using a common agreed format. These reports should be combined into biannual consolidated. reports. These reports should be authored by the group as a whole, including the government counterpart members.
9. A common Resource Mobilization Strategy in support of the agreed “common framework” should be developed and pursued jointly.
10. A common Communications Strategy should be developed, funded and executed.
11. Under the leadership of the UNRC, a UNCT a pilot experience should be designed and implemented. In a common “programme approach” and within a well-defined geographic area, each agency should establish parallel projects and contributes resources (financial and/or technical) towards a common Outcome. This would serve to showcase how, working together, the UN can:
 - leverage their impact,
 - reduce transaction costs, and
 - attract further non-UN investment (cost-sharing and parallel financing)

SECTION I. BACKGROUND TO THE UNPAF

Country Profile

Guinea-Bissau was for 4 centuries a colony of Portugal. The Portuguese arrived in the coast of what is today Guinea-Bissau approximately in 1450 and fortified trading posts established by 1470. Known as Portuguese Guinea, the country remained a colony of Portugal until its independence. After an intense war of independence led by the African Independence Party of Guinea and Cape Verde (PAIGC) unilaterally declared its independence on September 24th. 1973. The formal recognition of independence took place on September 10th. 1974. Since that time, the country has had several periods of political unrest that in some cases has required the cooperation of the international community to resolve. One of the gravest of these episodes occurred in 1998-1999 with a civil war ensuing. The civil war ended with what is known as the Abuja Accord. In this context, by resolution number 1233 the United Nations Peacebuilding Support Office for Guinea-Bissau (UNOGBIS) was created in April 1999 to assist in implementing the Accord and supervise elections. In 2009 the UN Security Council approved resolution 1876 which upgraded the office to a full integrated peacebuilding mission now known as UNIOGBIS. This mission has worked extensively on creating the institutional and social conditions for the consolidation of peace and democracy in the country. It is scheduled to close on 31 December 2020.

Political instability has continued throughout the final years of the XX century and the first two decades of this century. The main causes of this instability is generally believed to be a lack of a solid institutionalized democratic institutions and drug trafficking by transnational organized criminal elements and its corroding influence on Rule of Law institutions/

With respect to the country's economy, its main productive sectors are commerce, agriculture and fisheries. Its principal exports are cashew nuts (on average over 90% of exports) non-fillet fish and shrimp. Its main export markets are India, Togo, Ghana, France and South Korea. Its main imports are rice, refined petroleum products, machinery and parts, meat and poultry, and other consumable products. Its main suppliers are Portugal, Senegal, China, the Netherlands and Pakistan. According to OEC figures, the country exported U\$ 273 million and imported for a value U\$ 323. It has a trade deficit estimated at U\$ 50,2 for that year.

The country's GDP for 2018 is estimated by the World Bank as U\$ 1,347 billion and its per capita GDP as U\$ 778. According to several sources agriculture contributes 50% to the total GDP, the services sector contributes 36.9% and the Industrial sector 13.1%. According to the Human Development Report in 2017 67.1% of the population lived with less than U\$ 1.90 per day.

Its population is estimated by the United Nations at 1,874,303. Of this total, only 43,4% live in urban areas. The population ratio of male to female is 0.95. Life expectancy as of 2016 is estimated by the WHO as 58 years for males and 61 years for females. The population belongs to several ethnic groups. Amongst these the largest are the Fulani, Balanta,, Manjaca, Mandinga and Pepel. While they tend to occupy certain zones of the country, most communities are composed of two or more ethnicities.

The country has a total surface area of 36,125 square kilometers. Guinea-Bissau is mostly savannah with low coastal plains either colonized by freshwater wetlands (most converted to rice paddies), salt marshes or fringing mangroves that line the river banks. Its main natural resources include: fish, timber, clay, granite, limestone and unexploited deposits of petroleum, phosphates and bauxite. The Bijagos Archipelago, which includes 18 islands and numerous islets, is already attracting some interest from the tourism industry.

Background to the evaluation of the 2016-2020 UNPAF

All UNDAFs are subject to a similar monitoring and evaluation structure. Annual reviews are carried out, towards the mid-term of an UNDAF a mid-term review, commonly known as an MTR exercise, is carried out by a team of consultants and in the final year a Final Evaluation is carried out.

The Final Evaluation of the 2016-2020 UNPAF took place between January and March 2020. The Terms of Reference for this final evaluation are enclosed in this report as **annex 7**.

Scope of the UNPAF Final Evaluation

The evaluation will cover all programme and key activity-based contributions to UNPAF outcomes by the resident and non-resident UNCT and UNIOGBIS. Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.

Specific Objectives

Based on the results of the Mid-Term Review, lessons learned from implementation over the first three years of the program, the exercise will focus on:

- Assess the level of implementation of the recommendations made in the Mid-Term Review Report;
- Assess the contribution of the UN Country Team in UNPAF to national development results using evidence-based evaluation criteria (accountability); also identify synergies, gaps, overlaps and missed opportunities;
- Identify the factors that influenced the contribution of the UNCT, answering the question of why performance is the same and explaining the enabling factors and bottlenecks (learning);
- Assess the level of consideration of cross-cutting issues in UNPAF implementation: gender, human rights, environment, capacity development, results-based management;
- Assess the extent to which the results achieved, and the strategies used by the UNS are sustainable;
- Analyze UNPAF's internal coordination and implementation mechanisms in relation to national mechanisms (relevance, strengths and weaknesses) of the Steering Committee, the United Nations Coordination Team, the Outcome Group and the UNPAF Thematic Groups.
- Appreciate the degree of involvement of partners (Government, Civil Society, NGOs, Private Sector, Development Partners, local communities) in the implementation of UNPAF;
- Make concrete recommendations to enhance the contribution of the UNCT, including their integration into the new UNSDCF 2021-2025. These recommendations should be logically related to the conclusions and draw on lessons learned from the evaluation.

Deliverables of the Final Evaluation

- An Inception Report
- A workshop to analyze the Theory of Change of the UNPAF
- A Draft Final Evaluation Report
- A Final Evaluation Report.

Methodology used for the evaluation

The methodology to be used was to be the analysis of the Theory of Change of the UNPAF. There was a stage of review and analysis of all the documentation available (attached as **annex 6** is a list of documents reviewed).

Interviews were scheduled with all relevant partners such as the UNRC, the UNRC's senior team, the UNCT, key agency staff, relevant senior government officials, members of the four Outcome groups, members of the M&E Thematic Group, key members of the Communications Thematic Group, key members of the Gender Thematic Group, key non UN development partners and field visits were undertaken to four regions to meet with senior regional government officials, civil society organizations, and UN project beneficiaries (a list of all persons interviewed can be found as **annex 5** to this report).

SECTION II. – FINDINGS

On the follow-up to the MTR recommendations: The MTR made six recommendations as follows:

1. "The GoGB and the UN to ensure more active participation of the key national stakeholders in the UNPAF implementation, especially the Government of Guinea-Bissau, for increased ownership of all programs. Among other things, it is highly recommended to revitalize and empower the UNPAF Steering Committee, and introduce co-leadership for each of the UNPAF outcomes to discuss operational issues and results achieved within the respective outcome. The MTR highlights that some outcome groups have already extended to national counterparts and others not yet."

FINDING: The UNPAF Final Evaluation Team was told that the Steering Committee had not met in several years. There was no evidence that effective efforts to revitalize this body had been made. Similarly, the Team found no evidence that the Outcome Working Groups in their working sessions were being effectively co-chaired by or had the active participation of non-un nationals.

2. "The results matrix definitely needs to be revised if we want the UNPAF 2016-2020 to be "monitorable" and evaluable. However, Generally, UNDAF has limited flexibility in the sense that it is difficult to go back and adjust the framework, as the process behind implementing such changes is complex and time-consuming. Therefore, at this point in time the MTR recommends focusing on the improvement of the outcomes joint work plans 2018-2020, trying to correct all the identified shortcomings through an all agencies joint exercise. A summary of recommended revisions appears in the conclusions and recommendations section of the MTR report."

FINDING: An attempt at carrying out this exercise was indeed made. New purported "Outputs" and "Output Indicators" were introduced. However, as stated above in this report,

they were neither linked to the UNPAF Outcomes and Outcome Indicators as drafted, nor were these changes reflected in a revision of the UNPAF with the consideration and approval (signature) of all the parties that signed the 2016-2020 UNPAF. Therefore, they are considered informal and as shown above, in any case could not be used to measure progress towards meeting the targets set in the UNPAF Outcome Indicators.

3. The UN with the support of outcomes groups is encouraged to seek opportunities of joint programming and joint programs as recommended by UNDG, building on lessons learned from previous joint programs implemented with success. Examples of such opportunities found in UNPAF include: (i) HIV/AIDS; (ii) Public administration reform; (iii) Capacity building for public institutions and Civil Society Organizations [as development actors]; (iv) Gender equality and women empowerment; (v) Food and Nutrition Security; (vi) Youth employment and prevention of unforced migration; (vii) Social protection; (viii) Local Governance and decentralized Service Delivery; (ix) Strengthening the National Statistical System; etc.

FINDING: As stated, a few limited examples of cooperation in these fields were identified. Hopefully, more significant cases will step from the 2021-2025 cooperation framework.

4. Also, joint projects implemented within the framework of the Peacebuilding Fund remain highly relevant for the country and they could stimulate joint programs between agencies and across the mission.

FINDING: This is a statement, not a recommendation. It should rather have appeared as an MTR finding.

5. Outcomes Groups and Working Groups should be also empowered: members of these groups should be empowered, well trained technical staff and they should be able to produce and implement work plans that will highlight possible areas for coordination and further facilitate collaboration efforts. In addition, an umbrella outcome coordination mechanism such as an Outcomes Coordination Team (OCT) or a Program Management Team (PMT) could help ensure the UN coherence through UNPAF.

FINDING: Capacity building workshops for the members of the Outcome Working Groups were organized. To our knowledge the PMT was recently revived and met in February 2020.

6. The UN Development System (UNDS) donors have always stressed the need for improved risks management, coupled to greater emphasis on risks mitigation and sharing. Therefore, a comprehensive risks analysis should be done upon the inception of each UNDAF to accommodate any situation change that could occur. This would cover not only programmatic risks but also contextual and institutional risks.

FINDING: As this recommendation is made for the new UNPAF, we make no comments except to endorse the concept.

On the national ownership of the UNPAF process: The Evaluation Team met with many Government Officials, at the central and regional level as well as with civil society representatives. At the regional level, all the people we interviewed, unanimously, had no understanding of what the UNPAF was. Some knew well the individual projects that the UN agencies were executing in their substantive and/or regional areas. Even when they knew the projects, some interviewees felt that those projects, while useful, were many times inspired by the mandates of the UN agencies rather than established in response to their perceived needs. In many cases, they freely admitted that these

projects were “accepted” by the local authorities in the fear that, if they expressed other priorities or promoted other implementation arrangements, they would lose the funding.

At the central level, we talked to high level officials. They were aware of what UNPAF was but saw the document more as an internal one to the UNCT, for their purposes, rather than a planning tool for the Government and Civil Society. This lack of national ownership was already pointed out in the MTR report.

The Evaluation Mission notes that the UNPAF Steering Committee, Co-chaired by the Prime Minister and the SRSG/UNRC met only twice at the early stages of the UNPAF execution phase. We also note that the participation of non-UN nationals (government and CSOs) in the Outcome Groups has been spotty at best. These are further indicators of the lack of national ownership exercised in the design and execution of the 2016-2020 UNPAF.

FINDING: Government and Civil Society participation in the design and execution of the UNPAF has been minimal and as a consequence, this important document, which should be the basis for a solid partnership, is perceived by many as a UN led exercise for their own internal use.

On the United Nations Country Team in Guinea-Bissau: The UNPAF Final Evaluation Team had the opportunity to meet with the UNCT as a team as well as with the individual Heads of the resident agencies. From those meetings and the survey sent by the team, certain things became apparent. It is clear that all agency heads and their staff understand that the managerial decision to have all the UN system work closely together under the guidance of a Resident Coordinator is now the way forward. Furthermore, there is goodwill on the part of all agency heads interviewed to ensure the success of such a scheme.

Nonetheless, they recognize certain factors that have during the past years limited their ability to do so in an effective manner. Having different mandates, governing bodies, reporting lines, reporting requirements and formats, timing requirements, financial and managerial integrated systems are all factors that must be overcome in order to work together effectively. To this, is added the time constraints imposed by the ever increasing demands on their time. All of these factors, but especially the timing requirements, resulted in the shortcomings in the design and execution of the 2016-2019 UNPAF which we shall describe below.

The positive news is that the recently appointed United Nations Resident Coordinator for Guinea-Bissau, with who the Evaluation Team had the opportunity to talk on several occasions, has extensive experience in coordination, is clear that the next UNPAF needs to be designed differently, understands that the UNCT needs to perceive a “value added” to working together and is decided to provide the leadership that will be required from the office of the RC. The Evaluation Team is also glad to note that the recently appointed Resident Coordinator has already taken measures to strengthen his office with a greater number of professionals to assist him in his task. On this point, the Evaluation Team noted the very valuable efforts that a very sparse team of professionals within the RCs office, led by the UN Coordination Specialist, had made during the past 4 years. These efforts have contributed to a greater understanding of how a common framework, such as the UNPAF, must function.

On the UNPAF’s Relevance: In the interviews carried out with multiple stakeholders, the United Nations work in the country is appreciated and found to be relevant to the country’s priorities and

needs. The UNPAF Outcomes, as specified, were found to be relevant to the country's development plan (Terra Ranka) and also linked to the SDGs.

FINDING: The Evaluation Team, based on the reading of Terra Ranka and other documents, as well as multiple interviews with stakeholders, finds the Outcomes as drafted in the UNPAF to be very general but relevant to the country's needs and expressed priorities. Furthermore, it finds them linked to the SDGs. Nonetheless, the overall relevance of the UNPAF as a planning and monitoring tool is found to be lacking for the reasons expressed in the following section.

On the UNPAF's design: In regard to the relevance of design and use of the UNPAF as a planning, coordination and monitoring tool, we find important shortcomings. The four Outcomes and their indicators, as designed, were very general in nature. This made it extremely difficult to relate contributions made by the Outputs of projects to the four UNPAF Outcomes, much less to evaluate progress in achieving target the indicators of those four outcomes. The MTR had already pointed to this problem when it stated:

"the MTR finding is that neither at strategic level - in the dialogue between UN agencies and the GoGB, but also within the UN Presence or the Country Team itself - nor at operational level does the UNPAF seem to fulfill any particular management function."

They go on to state further:

*"As for the **Coherence of the UNPAF design**, The UNPAF accused a number of shortcomings, particularly in the results matrix and its indicators: (i) the cause-and-effects links in the results chain between UNPAF Outcomes and Country Program (CP) outputs through the joint work plans are not strong and indeed no clear theory of change was developed to support these links; (ii) defined outputs are seldom sufficient to achieve the UNPAF outcome they relate to; (iii) in their formulation, some outcomes and outputs are somehow oversized compared with what the UN is actually delivering, while others are general and vague to the point of not being operationally "monitorable" and evaluable..."*

The Final Evaluation Team emphasizes that these findings of the MTR are still true today. The correct steps to formulate a UN System Common Development Cooperation Framework calls for the following steps:

- i. start with the fact that the no common country assessment was carried out. This basic document allows the UNCT to focus on the needs (as identified in the national plan and related to the SDGs) and then prioritize the country's governance and developmental needs into a common vision;
- ii. following this, focus on a few cluster of needs that the UNCT feel they can make a significant contribution towards meeting (given the mandates of the agencies, the resources available and those they can realistically raise during the next 5 years);
- iii. express these needs in terms of the changes anticipated to occur (Outcomes);
- iv. identify appropriate indicators (baseline and target) that can be monitored over time in order to follow progress in meeting those Outcomes;
- v. from there derive what the contribution of each agency will be (draft agency CPDs that include specific projects and activities in support of these Outcomes);
- vi. link the Outputs or products of the projects or planned activities to each corresponding Outcome;

- vii. draft common UNCT resource mobilization, communications and gender strategies and an M&E plan (to be funded and executed jointly) in support of the common framework (UNPAF);
- viii. create the common M&E mechanisms to follow progress of each Outcome (i.e. a Steering Committee, working groups, thematic groups;
- ix. ALL OF THIS ENSURING FULL NATIONAL KEY STAKEHOLDER PARTICIPATION.

FINDING: From the documentation analyzed, the surveys gathered and analyzed and the multiple interviews undertaken, the Final Evaluation Team finds that the 2016-2020 UNPAF was not conceived, designed and executed in such a manner. The mission concludes that the UNPAF fell short in many respects, such as:

- It was not based on CCA.
- Outcomes were linked to Terra Ranka & SDGs
- Drafted in parallel or after agency CPDs
- Little government ownership of the UNPAF
- Steering committee created but not effective
- 4 very general outcomes that, as stated already in the MTR report “[Outcomes] ...are somehow oversized compared with what the UN is actually delivering, while others are general and vague to the point of not being operationally “monitorable” and evaluable.”
- 39 indicators, several without baseline and/or success indicators and 3 with no info at all.
- No clear link between Outcomes, Outcome indicators and project outputs (ToC)
- Not all indicators have a priori agreed verifiers (means of verification)
- Follow-up entrusted to working groups for each output
- No consistency in periodic monitoring progress reports
- No effective resource mobilization strategy linked to the UNPAF (one was drafted in 2018 but not actively pursued by the UNCT)
- No effective communications strategy for the UNPAF (one was drafted but not adequately funded or actively pursued by the UNCT)

Therefore, this UNPAF was not very useful in terms of monitoring progress. This, the Evaluation Team was told. became evident also to the technical level UNCT participants working in the various Outcome groups and in the M&E Group. Therefore, it was decided to include additional new intermediate or sub-outcomes which were denominated by them as “outputs”, as well as new indicators for these “outputs”, all of which were reflected in the subsequent Annual Reports and the corresponding Data Collection Tables.

On the exercise undertaken to include new “Outputs” and “Output Indicators”, for the purpose of the UNPAF Final Evaluation, these newly included elements cannot be really taken into account for a series of reasons such as that:

- These new purported “OUTPUTS” did not link directly to the Outcome Indicators.
- They were designed around projects/activities that were already under execution and that were linked more closely to the agency CPDs than to the 2016-2020 UNPAF.
- There was never a formal revision of the UNPAF, following the same approval process, to include these new “Outputs”. This can clearly be seen in the comments of the Evaluation Team under power point presentation which the Team prepared and is included in annex 1

below. Rather, these “outputs” and “output indicators” relate to the outputs/activities of agency projects, so in that sense they were designed to reflect what was going to be accomplished in the annual work programmes, rather than linked to the UNPAF itself.

To illustrate that the new “Outputs” and “Output Indicators” do not create a pathway to the Outcomes and Outcome indicators as contained in the UNPAF we include below slide 3 of the aforementioned presentation with an analysis. Note that the column headers in green (first and second refer to the original Outcomes and Outcome Indicators of the UNPAF and the column headers in orange are the supposed “Outputs” and “Output Indicators” added subsequently and reflected in the work programmes.

These “Outputs” did not appear in the 2016-2020 UNPAF, but were added later in order to attempt to link (create a pathway) between project achievements and the four UNPAF Outcomes. As stated, this was done in order to redress the problem created by the fact the UNPAF was drafted AFTER the agency CPDs. Therefore, the projects and activities are actually related to the CPD priorities when drafted and therefore were not totally in line with the UNPAF Outcome Indicators.

Slide 3

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	OUTPUT 1.1 Parliament, political leaders and relevant stakeholder's capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.	Indicator 1.1.1 TJ model approved at the conference and correspondent draft law finalized and ready to be submitted to parliament Baseline: 0 (tbc by all involved agencies) Target: 1 (tbc by all involved agencies)
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%		Indicator 1.2.1 Number of judicial, security and military officers and members trained Baseline: 134 (UNIOGBIS-CDTOC) + 140 (UNODC) (tbc by all involved agencies) Target: + 160
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%	OUTPUT 1.2 Judicial and security institutions are more capable to deliver justice, and to prevent and combat all forms of transnational organized crime, illicit trafficking, corruption and impunity.	Indicator 1.2.2 Number of new instruments, strategies, policies and programmes related to CDTOC developed Baseline: 3 (UNODC 2 + 1 UNIOGBIS-CDTOC) (tbc by all involved agencies) Target: +3 (tbc by all involved agencies)
	Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500		Indicator 1.2.3 Number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions Baseline: over 64 (UNIOGBIS-CDTOC, UNODC) (tbc by all involved agencies) Target: + 24 (10, 10 UNDP, ...) (tbc by all involved agencies)
			Indicator 1.2.4 Number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted Baseline: (tbc by all involved agencies) Target: (tbc by all involved agencies)

Compare in the slide above UNPAF Outcome 1 “**Indicator 1.1 Proportion of women in Parliament and in government, including defence and security**” to what is reported in the Data Collection Tables and Annual Progress Reports as Output 1.1 which states “**Parliament, political leaders and relevant stakeholder’s capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.**”and “Output Indicator” 1.1.1” TJ model approved at the conference and correspondent draft law finalized and ready to be submitted to parliament.”

As you can see, the original UNPAF Outcome Indicator refers to the desire to increase the proportion of women in parliament. Neither what is reported as “Output “1.1 nor its indicator 1.1.1 refer to female participation in parliament. Therefore, there is no pathway to link project achievements to UNPAF Outcome 1 or Outcome Indicator 1.1. to “Output” 1.1 or its corresponding indicator.

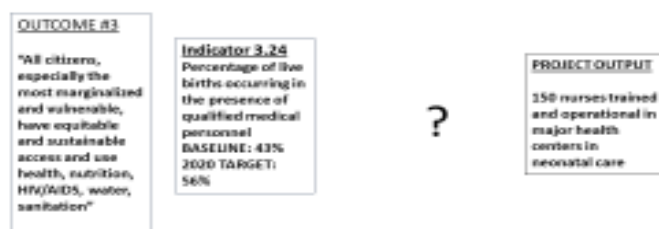
The same thing happens with UNPAF Outcome1 **Outcome Indicator 1.2 “Level of participation in elections (desegregated sex, geographic location)”**. Compare it to what is reported as Output 1.2 “Judicial and security institutions are more capable to deliver justice, and to prevent and combat all forms of transnational organized crime, illicit trafficking, corruption and impunity” and its Output Indicators: **“1.2.1 Number of judicial, security and military officers and members trained”, “1.2.2 Number of new instruments, strategies, policies and programmes related to CDTOC developed”, “1.2.3 Number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions” and “1.2.4 Number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted.** While UNPAF Outcome Indicator 1.2 refers to the desire to increase voter turnout, neither Output 1.2 or its four Output indicators have any link to voter turnout in elections.

Since the UNPAF Outcomes were formulated in extremely general terms, while most project achievements can be said to somehow make a contribution to them, these achievements are generally not linked to the UNPAF Outcome Indicators, thus not permitting any kind of determination of progress over time. Unfortunately, throughout our analysis of all the other Outcomes, Outcome Indicators etc. no clear pathways were identified. Even if pathways could be established, as stated in the body of our Final Evaluation Report, they would still be invalidated as an evaluation tool by the fact that the CPDs predate the UNPAF and thus the reported Outputs have been adjusted to fit what is already being done, rather than being a consequence of the UNPAF.

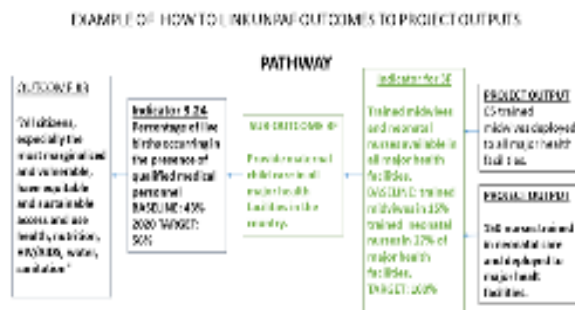
Nevertheless, this exercise of attempting to review the UNPAF and include new purported “Outputs” and “Output indicators”, did have the advantage of showing that the UNCT technical staff had realized that linking, in a significant and measurable way, the actual project achievements of their agencies with these very general Outcomes and Indicators, was almost impossible. In a presentation that the Evaluation Team made, we showed the following two slides:

This first slide (below) was designed to show that by choosing an outcome that is so general, it is difficult to link to very concrete project outputs. There was something missing in order to have a logical pathway. Fig. 1

EXAMPLE OF DISLOCATION BETWEEN THE UNPAF AND PROJECT OUTPUTS



This second slide was to show how, by choosing a related intermediate or sub-outcome, a pathway linking project outputs can be established. Fig. 2



On the UNPAF's Effectiveness: In their field visits, from the documentation and from the interviews it carried out, the Evaluation Team can attest that there were UN System sponsored projects that were making contributions in support of the objectives of Terra Ranka and towards meeting the SDG targets. However, judging the effectiveness of the UNPAF as the origin and motor behind itself is another matter.

Given that the UNPAF was conceived after the drafting of the UN agency country CPDs, it is impossible to evaluate its effectiveness. The projects and activities were the product of those CPDs and consequently, it is logical to assume the resulting project outputs would have happened whether there had or had not been an UNPAF. Therefore, attributing contributions to Outcomes that were formulated after the projects were identified, would not be proper in a rigorous evaluation.

Nonetheless, in order to pay proper recognition of the efforts made by the UNCT and government members of the working groups, the Evaluation Team decided to undertake an exercise in order to attempt to link the four original UNPAF Outcomes and their Outcome indicators to the project outputs, as described in the M&E annual Data Collection Tables and the Annual Progress Reports available. The complete results of this exercise can be found in **annex 2** of this report.

To illustrate this, if we look per example at **Outcome Indicator 2.1 GDP [Annual] Growth Rate, Baseline (2014) 2.5%. Target for 2020: 5%**. This Outcome does not mention what data indicators we should use to verify progress. Will we use World Bank data? AfDBs? other sources? Nor does it indicate how GDP will be measured, i.e. in current dollars, in constant dollars etc.

But for a moment, let's say we did have agreed means of verification, per example AFDB figures (see link <https://www.afdb.org/en/countries/west-africa/guinea-bissau/guinea-bissau-economic-outlook>) and we concurred that indeed in 2019 the GDP growth was 5%, as reported there ... could this be attributed in a significant way to project Outputs of the UNCT in Guinea-Bissau?

Let us see what were the main achievements reported in the UNPAF M&E Data Collection Tables in 2018 per example:

- 70 people from Ministry of Economy and Finance and especially the staff of the State Secretariat of Planning and Regional Integration, planning officers from other line ministries and public institutes as well as a number of civil society and private sector associations trained.

From those achievements, could we reasonably deduct that the 2019 increase in GDP was somehow affected by these project Outputs, or would the increased GDP be a result of other factors outside their scope? The AFDB per example, attributes the increase to good prices for Cashew nuts.

GDP growth is subject to many factors such as: the price of export commodities; the international economic environment; the “in country” political stability; the business climate as perceived by investors; increases in productivity at the national level; and others.

The UNPAF Final Evaluation Team in no way wishes to minimize the important contributions that the UNCT has made to this country’s political, economic and social progress. The point we make is that by choosing as an UNPAF Outcome Indicator the **“Growth of GDP”**, we make it impossible to establish a causal link (pathway) between the UNPAF Outcome and what is achieved on the ground i.e. Project Outputs.

Furthermore, choosing Outcome Indicators without a “Baseline” or a “Target” makes matters impossible to evaluate. This was the case for many of the ones chosen for the 2016-2020 UNPAF. Per example,

“Outcome Indicator 2.2 Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD”,

“Outcome Indicator 2.4 Average income level BASELINE: Not available 2020 Target: TBD,”

“Outcome Indicator 2.5 Community Asset Score BASELINE: Not available 2020 Target: TBD

and many others.

The complete results of this exercise (annex 2 to this report) clearly shows that there have been many project outputs and activities that do relate in some way to the four UNPAF Outcomes. However, we cannot attribute their contribution to the UNPAF Outcomes given that:

- these project outputs were planned in response to CPDs that were drafted prior to the drafting of the UNPAF Outcomes, and
- they cannot be directly linked to the UNPAF’s Outcome Indicators in a way that allows us to measure progress.

A rating for each Outcome Indicator is given in annex 4 below.

FINDING: The UN has completed or is in the process of completing many project outputs that relate to the very general four Outcomes outlined in the UNPAF. However, given the shortcomings in the way and timing in which the UNPAF was prepared, as well as its very general Outcome indicators, the Evaluation Team does not believe the 2016-2018 UNPAF was the key document for the UN in planning, monitoring or implementing its programmes in Guinea-Bissau.

FINDING: We do feel however that, having to review each other’s progress in the context of Outcome working groups did provide for some punctual examples of joint efforts, that while still limited in scope and with still limited effect on reducing transaction costs, show promise for larger joint endeavors in the context of the next UNPAF.

On Efficiency: Again, an UNPAF is composed of many country programmes (one per agency) and each programme in turn is composed of many projects. Given the timeframe of the evaluation mission, it would be impossible to evaluate the efficiency of all the component projects of the UNPAF. Therefore, we shall concern ourselves in determining certain things.

First, what were the total expenditures that were spent on the UNPAF as a whole? To answer this question, the Evaluation Team sent out a matrix of financial tables to all the UN agencies, resident and non-resident. Of the 19 agencies, only 7 agencies responded (all of them resident in Bissau). Their breakdown by UNPAF Outcome was not always consistent with the totals reported, so the Evaluation Team would not feel comfortable providing figures by Outcome. Nevertheless, from their response, one can state that at least 197 million U\$ dollars were spent supporting project activities that were reported as linked to UNPAF. Of this amount 16 % were spent on projects reported to support Outcome 1, while 11.3% were linked to Outcome 2 and only 3.4% were reported as linked to Outcome 4. By far the greatest share of the expenditures linked to the UNPAF were reported as linked to Outcome 3, that is to say 69.3%.

The second point we concerned ourselves with was reviewing expenditures by Outcome in relation to the outputs/activities reported in the Data Collection Tables of 2016 through 2019. We found that the amounts were in our opinion reasonable in relation to the outputs/activities reported.

The third referred to resources mobilized for support of the outputs/activities reported as related to the UNPAF. From the Tables we received, resources mobilized in favour of UNPAF related projects (Cost Sharing) was reported to be 75.5 million U\$ dollars. Of this total, slightly over 73 million U\$ dollars or 97% was acquired by one agency (UNDP).

The fourth and last refers to the cost-savings that may have occurred as a result of joint programming under the UNDAF. While a review of the Business Operations Strategy (BOS) for 2017-2020 show that there were very significant savings through joint operations, these were related to savings originating in joint UN agency support services such as medical services, security services, travel services, cleaning services vehicle maintenance, fuel supply, internet and IT support services and others related to the administrative budgets. Little appears to have been done in terms of achieving cost-savings (lowering transaction costs) as a result of joint programming, joint or coordinated project execution, and joint M&E activities. We did find some mention in the BOS to plans for the establishment of a common UN Consultants Roster and a common procurement website, but this seems to have remained in plans. We did inquire as to their status without receiving further information.

FINDING: In terms of resources reported used to support outputs/activities reported, they seemed to be reasonable. However, in terms of resources mobilization in support of the outputs/activities related to the UNPAF, the efforts to secure additional funding from non-un sources appear to have been limited. The Evaluation Team saw evidence of important savings related to the use of joint agency support services, but no evidence of significant cost saving measures that can be attributed to joint programming as a result of the UNPAF itself.

On Sustainability: We cannot speak of the sustainability of an UNPAF which is a document and has a particular validity period. Rather, what we are talking about is the sustainability over time of the Outcomes of the UNPAF and of the related project outputs produced by UN agency projects. Given that the four UNPAF Outcomes were too general and broad and as such, cannot be said to have been attained, in consequence we will concentrate on the sustainability of project outputs or as they are often referred to, project results. The Evaluation Team is cautious to pronounce firm conclusions without the benefit of having evaluated each of these projects, a task which neither the ToR required nor time would have permitted. However, from those projects we did manage to look into, we can make some basic observations.

Sustainability refers to the capacity to continue consolidated initiatives or the benefits of project outputs beyond the life of projects. Sustainability can have several dimensions. Financial sustainability, where we are talking about the necessary budgetary allocations; technical sustainability which refers to being able to provide technical inputs beyond the project's life that is to say capacity development; socio-political sustainability which refers to being able to keep the support of government and the public; and other dimensions, such as environmental sustainability.

Unfortunately, generally too many projects are started without due attention to this vital concept. They rely on the idea that if the benefits of a project are clear and positive, the government, the community or other donors will provide the elements required to ensure the continuation of those benefits. However, in practice this is somewhat utopic, as governments in developing countries are always short of financial and technical resources and may have very different priorities.

Normally, the best way to attempt to ensure sustainability is by designing into the projects themselves Exit Strategies which reflect how all the required dimensions of sustainability will be achieved. The MTR report already pointed to shortcomings of the various projects in this respect. They first praised the projects for concentrating heavily on creating technical and managerial capacity within their counterpart institutions. The Final Evaluation Team also see this as a very positive contribution to sustainability. However, there are important shortcomings. The MTR report already pointed this out when it is stated "Nonetheless, more sustainability approaches must be considered with Government involvement in the design of new programs and monitored throughout the life of the UNPAF. This will require the UN in Guinea-Bissau to be considerably more proactive in identifying potential sustainability issues and developing sustainability and exit strategies during the planning stage as well as identifying mitigating strategies to support sustainability of results."

During the Final Evaluation Review both from the documentation reviewed and the interviews carried out, the Evaluation Team could not find evidence of Exit Strategies being attached to projects.

With regard to activities carried out by UNIOGBIS, the Security Council in its instructions on how to wind down operations had provided for, amongst other things, for a "phase III (transition phase) UNIOGBIS will implement the transition plan for the gradual drawing down and transfer of tasks to UN Country Team (UNCT), the United Nations Office for West Africa and Sahel (UNOWAS) and international partners, with a view toward prospective completion by December 31, 2020. To this effect, UNIOGBIS is in the process of finalization of a comprehensive exit strategy that includes, in addition to the managerial steps required to complete the handover of its functions a resource mobilization strategy and a communications strategy (both

still in preparation). These strategies are believed to guarantee the financial and socio-political sustainability over time of the accomplishments of UNIOGBIS.

On the managerial aspects of the UNPAF: The management of the UNPAF has several levels of managerial supervision.

- At the highest level is the Steering Committee, which in Guinea-Bissau was Co-Chaired by the UN Resident Coordinator and the Prime Minister. It includes the heads of agencies of the UN System, senior government officials and can include CSO representatives in accordance with the Guidelines, “the Joint National/UN Steering Committee reviews and guides the strategic direction of the UNDAF and the joint work plans, providing high-level oversight and support. Its generic terms of reference reflect the spirit of national ownership, although final details are decided by the Resident Coordinator and UNCT depending on local context and in consultation with the government. The steering committee meets at least once per year during the UNDAF annual review to discuss data and evidence collected during monitoring for assessing progress against the indicators, horizon-scanning, updating risk analysis, and assessing performance in forming partnerships, resource mobilization and delivery.”

FINDING: The Steering Committee did not meet with the required regularity.

- As per the Guidelines, four Outcome Results Groups were created (one per Outcome included in the UNPAF). They were composed of agency technical staff that executed activities that related to that particular Outcome. In the case of Guinea-Bissau, they were to be complemented by government staff and CSO representatives. According to the UNDAF Guidelines they are to: Design and Manage Joint Work Programmes by Results Groups and define output-level results, activities and an annual CBF. They enable the UN system to advance coherence, coordinate work around the delivery of the UNDAF outcomes, and support transparency and accountability. Specifically, they had several tasks:
 - Identify outputs where two or more agencies can complete each other’s efforts, including through joint programming, and outline the roles of different members in achieving common results.
 - Coordinate and manage the implementation of interventions in a coherent manner, to achieve common results;
 - Identify joint communications and advocacy opportunities to achieve common results;
 - Ensure that outputs are costed, available resources identified, and the funding gap calculated and reported on;
 - Develop and sign joint work plans with relevant UN organizations and whenever possible with the government;
 - Periodically review and revise the joint work plans as necessary;
 - Prepare inputs for the annual One UN Country Results Report.

FINDING: The four groups did meet and did formulate annual work plans. These work plans were reviewed periodically. Government participation in the work of the four groups was minimal. The Evaluation Team did not identify any systematic costing of outputs or reporting on funding gaps. They did give inputs for the Annual UNPAF Progress Reports.

- To advise on the UNPAF's execution and support the MTR, a group of 9 senior governmental and CSO participants was formed (6 from government, 2 from the private sector and 1 from civil society).

FINDING: The advisory group did not meet regularly and when interviewed by the Evaluation Team several of them expressed that they saw the UNPAF as mainly an internal UN System planning document.

- Three other crosscutting groups were also established and functioned with varying regularity. They were a Group on Gender, which met regularly and on whose work we report below. A group on Communications, which did draft a plan in support of the UNPAF and met with some regularity but whose Strategy was never formally approved or funded and on whose work we also report below. and finally a Group on Monitoring and Evaluation which met somewhat regularly to gather information for reporting purposes.
- Lastly, two senior staff of the UNRC's office (the UN Coordination Specialist and a UNV M&E specialist) in addition to being key members of the M&E group, guided the process at the technical level, ensuring the flow of information and regular reporting, as well as promoting improvements on the way the working groups functioned within the context of the UNPAF.

On the resources mobilization strategy: A Joint Resource Mobilization Strategy was drafted in August 2018. It identified the resource gaps of the various programmes. It gave some guiding principles as to how joint resource mobilization should take place. It also described the external resources map of donors for Guinea-Bissau. The Evaluation Team asked if there had been serious efforts to implement this joint strategy. From the information it could gather, the strategy does not seem to have been followed by the UNCT. External resources were still mobilized on an agency by agency basis. As stated above in the section dealing with the UNPAF's Efficiency, only one agency reported significant cost sharing acquisitions. That agency was responsible for acquiring 97% of all the external funds mobilized. We believe that in part, this was due to the fact that the Resource Strategy was drafted late in the life of the CPDs and the UNPAF.

On the Gender Strategy: The operationalization of a specific gender group that integrates the different UN Agencies and national partners (Government and Civil Society), contributed to and facilitates the process of programmatic implementation, including joint actions through joint planning and work plans objectified by UNPAF and gradually moving towards "Delivering as One".

The Effectiveness of the Gender Strategy can only be judged by compiling the results produced by the agencies, taking into account the indicators under each output. Indeed, the progress recorded at the level of national indicators and the contributions of the UN in terms of interventions are as follows:

For Outcome 1: In the area of democratic participation and equitable access to opportunities for all, the United Nations system through joint actions (UNIOGBIS, UN WOMEN, Gender Group) contributed through joint agency actions to the creation and approval of the Parity Law in 2018, which requires a 36% representation of women in the lists of candidates for parliament as deputies or representatives of the people. This Parity Law influenced a considerable increase in women's

candidacy in the last legislative election of March 2019, and also influenced the structure of government resulting from the same election, in which 50% of the ministerial posts were held by women.

In addition, the UN is contributing, through the FAO and UN WOMEN to the validation and publication of the Land Law Enforcement Decree in 2019, which will allow better sharing and access to land for women.

For Outcome 2: The contribution of the UN System to economic growth such as increasing GDP growth, during the 2016-2020 period is very limited (as should be expected given the nature of the Outcome Indicators chosen). The intervention of UN Agencies was mainly linked to production diversification and yield improvement through the FAO Seed Production Project in the Bafata/Cuntubel Region, but also of strategic mode in the creation of school fields for the orderly planting of Caju at the national level with the financing of the European Union, as well as the programs of empowerment of women in the fields of income generating activities through the financing and joint actions of UN Women and PBF fund. In conclusion, there is no direct correlation between the interventions of the United Nations system and the achievement of progress on the Outcome Indicators of UNPAF Outcome 2.

For Outcome 3: Significant improvement, particularly in the areas of education, sexual and reproductive health, and others have been made. In the social and welfare field, the United Nations system contributes in several areas, particularly with regard to the effect on the female sex (women and girls). Per example, in the area of maternal health and also SRH (Sexual and Reproductive Health), the UNS has through the interventions of the 6th UNFPA Country Programme, several hundred girls have benefited free of charge from assistance and counselling for family planning and prevention of infectious diseases and early pregnancy. Also within the framework of the same program, several hundred Obstetrics kits for safe delivery have been made available to hospitals at the national level, as well as the construction and equipment of “maternity houses” in three (3) regional hospitals of the country.

In the education, through the WFP School Canteen Project, which distributes food products specifically for girls, and also the pro-girl awareness campaign, have influenced a substantial increase in girls' school attendance at the national level.

For Outcome 4: Gender interventions are few and far between. The PBF fund, implemented by UNDP in partnership with the Ministry of the Environment, has promoted through micro-projects of local NGOs, the installation of 200 improved stoves for the benefit of women in the eastern regions of Guinea-Bissau in order to both reduce women's work efforts and the level of deforestation in the intervention zones.

For biodiversity preservation, the UN System, through the FAO project has provided women in the region of Cacheu and Biombo with a modern system for fish smoking, which allows them to reduce the cutting of mangroves in coastal areas.

FINDING: In addition to the above, support from the United Nations system has helped to create conditions and an enabling environment for the provision of quality health care in health establishments located in UN intervention zones. Today, women victims of obstetric fistula have recovered their health. UN support has helped to prevent pregnancies among girls and maternal

deaths linked to the risks of abortion. The support of the United Nations system is helping to create conditions and an enabling environment for increased school attendance by girls. However, again these results are not major contributors to the advance of the far removed Outcome Indicators and rather more linked to the agency CPDs than to the 2016-2020 UNPAF.

On the Communication Strategy: The United Nations system was aware of the importance a viable communication strategy. In consequence, the United Nations System Communication Group in Guinea-Bissau (UNSCG) was established. The Chairmanship of the Group was ensured by PIU in the mission of UNIOGBIS until December 2019 and from February 2020 the leadership of the Communication Group has passed to Mr. Cheikh Fall, UNFPA Representative and Dr. Jean Marie Kipela Moke Fundji, WHO Representative.

This UNSCG is responsible for all the communications of the UN system in Guinea-Bissau. The group provides support to UN agencies that do not have qualified expertise in the field of communication. Among other things, it uses press releases, media briefings and video material to disseminate information to different targets.

Visibility of the United Nations system is achieved through media coverage of public activities and publications on the UNIOGBIS and specific agency websites. A joint communication strategy adopted for 2018-2020 foresees more actions and specific activities, even if it contained few interventions designed to give visibility to the UNPAF.

Taken individually, the Agencies reveal a similarity in terms of their internal and external communication approach. Thus, internal communication is dedicated to the sharing and circulation of information within the Agency and to other entities of the United Nations system. It is structured around: Internet messaging for e-mail exchange, memorandum, periodic meetings (Coordination meeting, staff meeting), mission reports, retreats for agency staff and heads of agencies, etc. As for external communication, it is aimed at the general public and often involves media coverage (field visits, press article/press release, media coverage of the activities of the UNS, periodic reports etc.). public posters, celebration of international days, T-shirts, banners are also used to carry messages.

The 2016-2020 UNPAF communication strategy has not been adequately funded, in particular due to difficulties in organizing joint activities and the lack of substantial resources. Apart from UNIOGBIS, UNFPA, UNICEF and UNDP, other United Nations agencies in Guinea-Bissau do not have qualified expertise in strategic communications. Furthermore, the tendency has been to give preference to media and event-driven communications, rather than promoting a steady flow of messages in support of UNPAF Outcomes.

The limited number of joint activities and the limited resources allocated to communications are among the challenges still to be addressed.

FINDING: The communication strategy has not been effective in supporting the UNPAF during the period of its implementation, due to the factors indicated above.

SECTION III – LESSONS LEARNT AND RECOMMENDATIONS

The Evaluation Mission found that:

- 1) **UNFORTUNATELY, THE UNPAF WAS NOT BASED ON A COMMON COUNTRY ASSESMENT.** As per the guidelines, the preparation of a CCA prior to the design of the UNDAF, is a vital requirement. The Evaluation Team feels strongly that, if a CCA had been prepared, the choice of UNPAF Outcomes and Outcome Indicators would have been more directly related to the mandates of the various UN agencies. Furthermore, data for establishing BASELINES would have been available and TARGETS would have been more in line with the capacities of the UNCT team.
- 2) **THE UNPAF OUTCOMES WERE SOMEWHAT LINKED TO TERRA RANKA & SDGs.** A CCA would have ensured a more direct link to both the objectives of Terra Ranka and the SDGs.
- 3) **THE UNPAF WAS DRAFTED IN PARALLEL OR AFTER AGENCY CPDs.** The CPDs were drafted prior to the completion of the CCA and the UNPAF. As such, the agency objectives for the period and the key project concepts were related to the CPDs and NOT the UNPAF. This invalidates the usefulness of the UNPAF, given that the project Outputs (project achievements) would have happened irrespective of the existence of the UNPAF.
- 4) **THERE WAS LITTLE GOVERNMENT OR CIVIL SOCIETY OWNERSHIP OF THE UNPAF.** As stated above, the UNPAF was seen by non-UN nationals as a “United Nations” planning and monitoring document.
- 5) **A STEERING COMMITTEE FOR THE UNPAF WAS CREATED, BUT NOT EFFECTIVE AS IT MET ONLY TWICE.** This reinforces the previous point.
- 6) **THE UNPAF HAD 4 VERY GENERAL OUTCOMES THAT ENCOMPAS MANY MULTI-THEMATIC MANDATES.** The Evaluation Mission believes that OUTCOMES were chosen in an attempt to “reverse engineer” the objectives and capacities envisioned in the CPDs into the UNPAF. This resulted in drafting very general, all-encompassing Outcomes.
- 7) **THE UNPAF HAD 42 OUTCOME INDICATORS, MANY WITHOUT BASELINE AND OR SUCCESS SPECIFICATIONS.** As stated, not having the benefit of a CCA, the drafters of the UNPAF had difficulties identifying data sources to set a BASELINE and a TARGET for each Outcome Indicator. This limited the capacity to establish a well-conceived Theory of Change for the UNPAF and of course a proper and clear M&E framework and plan.
- 8) **THE UNPAF OUTCOME INDICATORS HAD NO CLEAR LINK (PATHWAYS) TO ACTUAL PROJECT OUTPUTS.** In addition to the difficulties expressed in points 6 and 7 above, **complications in understanding terminology also complicated the linking of project Outputs to UNPAF Outcomes.** It is vital to understand clearly the difference between an Outcome (the description of a situation we want to be in at the end of a period) and an Outcome which is the direct product or result of project activities. For further clarification please see Annex 3 to this report.
- 9) **NOT ALL INDICATORS HAD “A PRIORI” AGREED VERIFIERS IDENTIFIED (MEANS OF VERIFICATION).** It is important to determine in advance what will be the agreed source of data used to measure progress. The BASELINE and TARGET must use the same source.
- 10) **NO EFFECTIVE RESOURCE MOBILIZATION STRATEGY LINKED TO UNPAF.** The Evaluation Mission was able to determine that a Resource Mobilization Strategy had been drafted, but this was completed well into the UNDAF period. Moreover, it was never executed. Therefore, with the exception of one agency, significant flows of non-UN funding in support of the UNPAF did not materialize. The flow of external resources constitutes a very strong incentive for the UNCT to invest time and effort in joint programming and execution.
- 11) **NO EFFECTIVE COMMUNICATIONS STRATEGY FOR THE UNPAF.** Again, a Communications Strategy was drafted but neither financed nor executed. A communications strategy is a vital piece to create interest, understanding and national ownership of the UNPAF. It is also a vital piece in support of securing additional resources to increase the potential impact of UN cooperation.
- 12) **NO REAL EXAMPLE OF WHAT THE UNCT, WORKING AS A TEAM, CAN ACHIEVE IN SOLVING IN A HOLISTIC MANNER THE KEY SDG SHORTCOMINGS.** While some limited joint programming has occurred between ExCom agencies, there is little evidence for significant experiences where several agencies have worked together. In the opinion of the Evaluation Team, the UNCT, under the

leadership of the UNRC, must show examples of joint programming and execution. This is the sole purpose of an UNPAF.

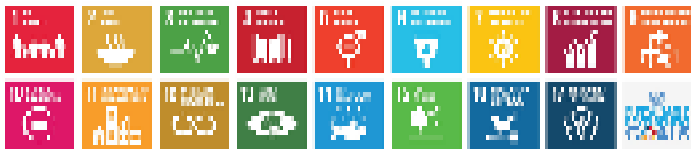
RECOMMENDATIONS:

1. The new “UNSDCF” should have a title that includes the GoB in it. Per example: “Government of Guinea-Bissau – UNITED NATIONS Sustainable Development Cooperation Framework.”
2. The CCA exercise should be completed in the shortest delay possible.
3. Work on the “agreed Framework” should be started as soon as possible in order to establish common Outcomes that the UNCT, operating as a team, will pursue. Only then should they proceed to complete the agency country programme documents (CPDs).
4. A functional Steering Committee composed of the UNCT and co-chaired by the UNRC and a senior government official at an appropriate level should be put in place and should meet regularly.
5. The outcomes chosen should be derived from national priorities and each Outcome should be linked to only two or three SDGs.
6. Where necessary, sub-outcomes should be used to link the chosen Outcomes to project Outputs,
7. Working Outcome Groups should be aligned with these SDGs linked Outcomes and should include one or two key government counterparts dealing with those SDGs, as well have an M&E officer from the lead agency in the group.
8. The Outcome Groups should meet at regular pre-established intervals, preferably monthly to monitor progress based on project outputs and report regularly (quarterly?) to the UNCT using a common agreed format. These reports should be combined into biannual consolidated. reports. These reports should be authored by the group as a whole, including the government counterpart members.
9. A common Resource Mobilization Strategy in support of the agreed “common framework” should be developed and pursued jointly.
10. A common Communications Strategy should be developed, funded and executed.
11. Under the leadership of the UNRC, a UNCT a pilot experience should be designed and implemented. In a common “programme approach” and within a well-defined geographic area, each agency should establish parallel projects and contributes resources (financial and/or technical) towards a common Outcome. This would serve to showcase how, working together, the UN can:
 - leverage their impact,
 - reduce transaction costs, and
 - attract further non-UN investment (cost-sharing and parallel financing)

ANNEXES:

Annex 1 – RELATIONSHIP BETWEEN ORIGINAL OUTCOME INDICATORS AND NEW “OUTPUT” INDICATORS

SLIDE 1



UNPAF Reconstructed Logical Framework

January to March 2018

CONSULTANTS:
 Juan Luis LARRABURE (Team Leader)
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SLIDE 2

UNPAF Reconstructed Logical Framework	
EXPECTED OUTCOMES	SUSTAINABLE DEVELOPMENT GOALS (SDG)
<p>Outcome 1:</p> <p>The State institutions, including defense, security, and justice, consolidate the stability and the Rule of Law, democratic participation, and equitable access to opportunities for all.</p>	<p>SDGs</p> <p>5,10,16,17</p>
<p>Outcome 2:</p> <p>The economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy.</p>	<p>SDGs</p> <p>1, 2, 5, 8, 10, 11, 12, 17</p>
<p>Outcome 3:</p> <p>All citizens, particularly the most marginalized and vulnerable, have equitable, sustainable access to and will use the services in health, nutrition, HIV/AIDS, water, sanitation and hygiene, education, and protection services.</p>	<p>SDGs</p> <p>3, 4, 5, 6, 10, 17</p>
<p>Outcome 4:</p> <p>The public institutions, Civil Society Organizations, and the private sector ensure the promotion of sustainable management of the environment and natural resources, risk management, and disaster prevention.</p>	<p>SDGs</p> <p>5, 7, 10, 12, 13, 14, 15, 17</p>

SLIDE 3

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	OUTPUT 1.1 Parliament, political leaders and relevant stakeholder's capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.	Indicator 1.1.1 TJ model approved at the conference and correspondent draft law finalized and ready to be submitted to parliament Baseline: 0 (tbc by all involved agencies) Target: 1 (tbc by all involved agencies)
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%	OUTPUT 1.2 Judicial and security institutions are more capable to deliver justice, and to prevent and combat all forms of transnational organized crime, illicit trafficking, corruption and impunity.	Indicator 1.2.1 Number of judicial, security and military officers and members trained Baseline: 134 (UNIOGBIS-CDTOC) + 140 (UNODC) (tbc by all involved agencies) Target: + 160
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%		Indicator 1.2.2 Number of new instruments, strategies, policies and programmes related to CDTOC developed Baseline: 3 (UNODC 2 + 1 UNIOGBIS-CDTOC) (tbc by all involved agencies) Target: +3 (tbc by all involved agencies)
	Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500		Indicator 1.2.3 Number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions Baseline: over 64 (UNIOGBIS-CDTOC, UNODC) (tbc by all involved agencies) Target: + 24 (10, 10 UNDP, ...) (tbc by all involved agencies)
			Indicator 1.2.4 Number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted Baseline: (tbc by all involved agencies) Target: (tbc by all involved agencies)

In green columns above (columns 1 and 2) you have the original UNPAF Outcomes and Indicators. In orange columns (columns 3 and 4) what in the work plans are called "Outputs" and "Output indicators".

These "Outputs" did not appear in the 2016-2020 UNPAF, but were added later in order to attempt to link (create a pathway) between project achievements and the four UNPAF Outcomes. This, in order to redress the problem created by the fact the UNPAF was drafted AFTER the agency CPDs. Therefore, the projects and activities are actually related to the CPD priorities when drafted and therefore were not totally in line with the UNPAF Outcome Indicators.

Compare in the slide above UNPAF Outcome 1 "**Indicator 1.1 Proportion of women in Parliament and in government, including defence and security**" to what is reported in the Data Collection Tables and Annual Progress Reports as Output 1.1 which states "**Parliament, political leaders and relevant stakeholder's capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.**" and its Indicator 1.1.1 "**TJ model approved at the conference and correspondent draft law finalized and ready to be submitted to parliament.**"

The original UNPAF Outcome Indicator refers to the desire to increase the proportion of women in parliament. Neither what is reported as "Output 1.1" nor its indicator 1.1.1 refer to female participation in parliament. Therefore, there is no pathway to link project achievements to UNPAF Outcome 1 or Outcome Indicator 1.1. to "Output 1.1" or its corresponding indicator.

The same thing happens with UNPAF Outcome 1 "**Outcome Indicator 1.2 Level of participation in elections (desegregated sex, geographic location)**". Compare it to what is reported as Output 1.2 "**Parliament, political leaders and relevant stakeholder's capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process**" and its Output Indicators: "**1.2.1 Number of judicial, security and military officers and members trained**", "**1.2.2 Number of new instruments, strategies, policies and programmes related to CDTOC developed**", "**1.2.3 Number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions**" and "**1.2.4 Number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted**". While UNPAF Outcome Indicator 1.2 refers to the desire to increase voter turnout, neither Output 1.2 or any of its four Output indicators have any link to voter turnout in elections.

Since the UNPAF Outcomes were formulated in extremely general terms, while most project achievements can be said to somehow make a contribution to them, these achievements are generally not linked to the UNPAF Outcome Indicators, thus not permitting any kind of determination of progress over time. Unfortunately, throughout our analysis of all the other Outcomes, Outcome Indicators etc. no clear pathways were identified. But even if pathways could be established, as stated in the body of our Final Evaluation Report, they would still be invalidated by the fact that the CPDs predate the UNPAF and thus the reported Outputs have been adjusted to fit what is already being done, rather than being a consequence of the UNPAF.

SLIDE 4

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	OUTPUT 1.3 Parliament, key ministries, judicial and military institutions have improved infrastructure, equipment, skills and mechanisms to conduct elections, institutional, legal and policy reform, in line with international human rights standards.	Indicator 1.3.1 % of parliamentarians (men and women) with increased capacity to contribute to law-making and approbation and oversight Baseline: [7% of women MP out of the elected 14 UNDP] (tbc by all involved agencies); UNODC (1 meeting) (tbc by all involved agencies) Target: [60% UNDP (tbc by all involved agencies); UNODC 102 MPs and respective staff (tbc by all involved agencies)]
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%		Indicator 1.3.2 Number of registered electors disaggregated by sex: Baseline men: 359.210 Baseline women: 373.871 Target men: 386.515 Target women: 418.724
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%		Indicator 1.3.3 Number of infrastructures built/renovated and equipped Baseline: 11 (3 detention centers, 3 courts, 4 border posts, 1 model police station) (tbc by all involved agencies) Target: 4 (2 UNDP, 2 judiciary police outposts UNODC) (tbc by all involved agencies)
	Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500		Indicator 1.3.4 Number of Regions with Gender-based violence and human trafficking prevention and protection protocols implemented Baseline: 6 Target: 11

SLIDE 5

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	OUTPUT 1.4 The population, especially the most vulnerable, has improved access to law and justice to better claim and exercise their rights.	Indicator 1.4.1 Number of persons, disaggregated by sex, who have accessed law and justice services Baseline men: 9537 Baseline women: 2690 Target men: +20% Target women: +30%
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%		Indicator 1.4.2 Number of persons who had access to judicial representation Baseline men: 56 Baseline women: 44 Target men: +20% Target women: +30%
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%		Indicator 1.4.3 Number of community policing forums and meetings with communities and law enforcement bodies, to build stronger ties Baseline: 0 Target: 3
	Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500		Indicator 1.4.4 Number of proposals produced by civil society organizations (CSOs), including women's organizations, that feed development policy debates and formulation Baseline others: 0 Baseline women: 0 Target others: 6 Target women: 6

SLIDE 6

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security <i>BASELINE:</i> 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	OUTPUT 1.5 All relevant stakeholders (public office holders, CSOs, unions, political parties, media, traditional and religious leaders, women and youth groups, private sector) are sensitized and better equipped to promote and enhance inclusive political and social dialogue, contribution to reform, rule of law, good governance, human rights and gender parity.	Indicator 1.5.1 Number of Political party members trained <i>Baseline:</i> 110 (tbc by all involved agencies) Target: 210 (tbc by all involved agencies)
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) <i>BASELINE:</i> 86% 2020 Target: 95%		Indicator 1.5.2 Number of statements by regulators (CNCS, SINJOTECs, Comissão de Carteira) indicating balanced media coverage <i>Baseline:</i> 0 Target: 4
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored <i>BASELINE:</i> 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%		Indicator 1.5.3 Number of civil society observatories reports on good governance, reforms and human rights <i>Baseline:</i> 3 (fala di mindjer, LGDH 2015-2017, CAJ) (tbc by all involved agencies) Target: +7 (VdP, CAJ, recursos naturais, drogas, observatório estabilidade e reforma, LGDH) (tbc by all involved agencies)
	Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) <i>BASELINE:</i> Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500		Indicator 1.5.4 Number of actors sensitized on political and social dialogue, justice and rule of law, drug trafficking, organized crime and corruption, good governance, human rights and gender equality <i>Baseline:</i> 3000 (UNIOGBIS, UNODC, UNDP, IOM, UNICEF, UN WOMEN, etc.) (tbc by all involved agencies) Target: 5000 (tbc by all involved agencies)

SLIDE 7

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.1 GDP Growth Rate <i>BASELINE:</i> (2014): 2.5% 2020 Target: 5%	OUTPUT 2.1 Strengthen policy planning and aid coordination frameworks and technical capacities of the Directorate General of Planning (MEF), Directorate General of International Cooperation (MoFA), Studies and Planning Cabinets in sectorial ministries and in the local governments.	Indicator 2.1.1 Number of ministries using a national planning, monitoring and evaluation systems UNDP <i>Base Line:</i> 0 Target 2020: 5 Ministry of health, SEE, agriculture, MEF e MoFA
	Indicator 2.2 Inequality Index (Gini Index) <i>BASELINE:</i> Not available 2020 Target: TBD		Indicator 2.1.2 Number of regions with established local planning and coordination structures and systems UNDP <i>Baseline:</i> 0 regions Target (2020): 2 regions
	Indicator 2.3 Unemployment rate <i>BASELINE:</i> 18% 2020 Target: 15% (35% women)		Indicator 2.1.3 Existence of an aid coordination mechanism in the City of Bissau (implementation of Bissau 2030 strategic and spatial development) <i>Baseline</i> 2018: 0 Target 2020: 1
	Indicator 2.4 Average income level <i>BASELINE:</i> Not available 2020 Target: TBD		
	Indicator 2.5 Community Asset Score ?? <i>BASELINE:</i> Not available 2020 Target: TBD		

SLIDE 8

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.1 GDP Growth Rate BASELINE: (2014): 2.5% 2020 Target: 5%	OUTPUT 2.2 Support the professional capacity building of statisticians in the National Statistics Institute (NSI) to lead and coordinate the production and dissemination of disaggregated data for evidence-based policy planning in coordination with NSI delegated organs.	Indicator 2.2.1 Number of NSI staff specialized in collecting and analyzing population and development-related data Baseline 2016: 0 Target 2020: 5
	Indicator 2.2 Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD		Indicator 2.2.2 Existence of a sex and geographic-disaggregated database on reproductive health, population and development, climate change and gender issues Baseline: No Target 2020: Yes
	Indicator 2.3 Unemployment rate BASELINE: 18% 2020 Target: 15% (35% women)		Indicator 2.2.3 Existence of a preparatory document on general census on agriculture and livestock Baseline: 0 Target 2020: 1
	Indicator 2.4 Average income level BASELINE: Not available 2020 Target: TBD		Indicator 2.2.4 Number of bulletins produced as part of the Food Security and Nutrition Monitoring System (FSNMS). WFP Baseline 2019: 0 Target 2020: 3
	Indicator 2.5 Community Asset Score ?? BASELINE: Not available 2020 Target: TBD		

SLIDE 9

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.1 GDP Growth Rate BASELINE: (2014): 2.5% 2020 Target: 5%	OUTPUT 2.3 Key ministries (MEF, Ministry of Employment, MoFA, Ministry of Agriculture, Ministry of Territorial Administration, Ministry of Public Works, Construction and Urbanism) have policy formulation and programme-management skills capacities to develop, implement, monitor and evaluate inclusive public policies for economic growth and poverty reduction.	Indicator 2.3.1 Number of inclusive public policies and revised legal and regulatory texts supported by FAO: Baseline : 0 Target :5 (land, seeds, pesticides, fisheries, cooperative) by UN Habitat: Baseline: 0 Target: 3 by UNDP/ILO Baseline: 0 Target : 3 by UNWOMEN Baseline: 0 Target: 1 by IOM Baseline: 0 Target: 1
	Indicator 2.2 Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD		Indicator 2.3.2 Number of reports monitoring SDGs produced and disseminated UNDP Baseline: 0 report. Target 1 Reports (2018- 2020)
	Indicator 2.3 Unemployment rate BASELINE: 18% 2020 Target: 15% (35% women)		Indicator 2.3.3 Number of local strategic plans for sustainable development developed Baseline (2019): 3 in Cacheu region Targets (2020): 7 in Cacheu and Gabu regions
	Indicator 2.4 Average income level BASELINE: Not available 2020 Target: TBD		
	Indicator 2.5 Community Asset Score ?? BASELINE: Not available 2020 Target: TBD		

SLIDE 10

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.6 Growth rate in agro-sylvo- pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD	OUTPUT 2.4 Vulnerable populations (youth and youth associations, women, migrants and refugees) have improved entrepreneurship and business management skills and receive grants, loans and in kind materials assistance for their startup business.	Indicator 2.4.1 Number of refugees receiving cash/vouchers for business start up Baseline 2018: 20 Target 2020: XX to be provided by UNHCR
	Indicator 2.7 ???		Indicator 2.4.2 Existence of a national women entrepreneurship development strategy Baseline: No Target 2020: Yes
	Indicator 2.8 Marketing rate of agro-sylvo- BASELINE: Not available 2020 Target: TBD		Indicator 2.3.3 Number of returned migrants assisted in their reintegration with business projects disaggregated by gender and age Baseline 2018: 108 migrants (2 W and 106 M) Target 2020: 700 migrants
	Indicator 2.9 Proportion of women with ??access to credit Baseline: N.A. 2020 Target: TBD		Indicator 2.4.4 ???
	Indicator 2.10 Share of manufacturing/industrial sector in employment and the GDP		Indicator 2.4.5 Number of women members productive associations trained Target year: 2019 Value: 600
			Indicator 2.4.6 Number of youth associations trained in entrepreneurship for solid waste management in Bissau and Gabu (UN Habitat) Baseline: 0 Target 2020: 10

SLIDE 11

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.6 Growth rate in agro-sylvo- pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD	OUTPUT 2.4 Vulnerable populations (youth and youth associations, women, migrants and refugees) have improved entrepreneurship and business management skills and receive grants, loans and in kind materials assistance for their startup business.	Indicator 2.4.7 Number of persons with income from micro business development at the local level, disaggregated by sex and age group UNDP Base Line: (M) 750 (W) 613 (youth) 1363 Target (2020): (M) 5000 (W) 5000 (youth) 10 000 FAO Baseline: 50 Target : (M) 600 (W) 300 UNWOMEN Baseline 0 Target 500 WFP Baseline 2018: 1,458 farmers (especially women) Target 2020: 10,000 farmers (especially women)
	Indicator 2.7 ???		Indicator 2.4.8 Number of women, particularly the most vulnerable, benefiting from socio-economic reintegration through an income-generating activity. FAO Baseline: 200 Target: 350
	Indicator 2.8 Marketing rate of agro-sylvo- BASELINE: Not available 2020 Target: TBD		
	Indicator 2.9 Proportion of women with ??access to credit Baseline: N.A. 2020 Target: TBD		
	Indicator 2.10 Share of manufacturing/industrial sector in employment and the GDP		

SLIDE 12

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.6 Growth rate in agro-sylvo- pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD	OUTPUT 2.4 Vulnerable populations (youth and youth associations, women, migrants and refugees) have improved entrepreneurship and business management skills and receive grants, loans and in kind materials assistance for their startup business.	Indicator 2.4.9 Number of new jobs created, disaggregated by sex and age group UNDP Baseline: (M) 173 (W) 202; Target by 2020: (M) 2500 (W) 1500 FAO Baseline: 50 young people Target: 400 young people (M) 200 (W) 200
	Indicator 2.7 ???		Indicator 2.4.10 Existence of a women's cooperative Baseline: 0 Target: 1
	Indicator 2.8 Marketing rate of agro-sylvo- BASELINE: Not available 2020 Target: TBD		
	Indicator 2.9 Proportion of women with ??access to credit Baseline: N.A. 2020 Target: TBD		
	Indicator 2.10 Share of manufacturing/industrial sector in employment and the GDP		

SLIDE 13

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	Indicator 2.6 Growth rate in agro-sylvo- pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD	OUTPUT 2.5 Rural farmers' associations, especially of women have access to inputs and improved production techniques for processing and conservation of food products (rice, cashew).	Indicator 2.4.9 Number of farmers organizations with knowledge of inputs, improved techniques for producing, processing and storing basic food commodities FAO Baseline: 1500 OP at national level Target: At least 50 OP, 1,000 people trained and improved techniques (85% of those are women) UNWOMEN Baseline: 0 Target: 300 WFP Baseline 2019: 70 farmers associations. Target 2020: 200
	Indicator 2.7 ???		Indicator 2.4.10 Existence of farmer's associations that receive agriculture inputs
	Indicator 2.8 Marketing rate of agro-sylvo- BASELINE: Not available 2020 Target: TBD		
	Indicator 2.9 Proportion of women with ??access to credit Baseline: N.A. 2020 Target: TBD		
	Indicator 2.10 Share of manufacturing/industrial sector in employment and the GDP		

SLIDE 14

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 Adult literacy rate BASELINE: 50.5% (MICS 5) 2020 Target: 80%	OUTPUT 3.1 National AIDS programme has the capacity to plan, deliver services, monitor and evaluate implementation of UNAIDS 90, 90, 90 target for HIV/AIDS response.	Indicator 3.1.1 Number of national policy/ programming documents developed/updated and adopted with UN support, Baseline: 2 (2018) Target: 4 (national HIV/AIDS strategic plan; revise policy; early infant diagnosis including viral load access; revision of the national protocol);
	Indicator 3.2 Pre-primary GER [Gross School Enrollment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.1.2 % of HIV positive pregnant women who receive ARVs for prevention of mother to child transmission. Baseline : 82% Target: 90% GARPR2015
	Indicator 3.3 Net Enrollment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.1.3 % of people living with HIV who are enrolled into ART and retained in treatment for 1 year. Baseline : 74% Target : 90%
	Indicator 3.4 Vaccination coverage BASELINE: 64% (MICS 5) 2020 Target: More than 85%		Indicator 3.1.4 % of malnourished PLHIV who benefit from nutritional support, Baseline : 0 Target : 90%
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 15

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 Adult literacy rate BASELINE: 50.5% (MICS 5) 2020 Target: 80%	OUTPUT 3.1 National AIDS programme has the capacity to plan, deliver services, monitor and evaluate implementation of UNAIDS 90, 90, 90 target for HIV/AIDS response.	Indicator 3.1.5 % of population who received HIV test and know the result (segregated by age, sex and main risk factor), Baseline: 20% All ages Target: 90% GARPR
	Indicator 3.2 Pre-primary GER [Gross School Enrollment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.1.6 % of health facilities that report no stock outs of ARVs and commodities Baseline: 60% Target: 95%
	Indicator 3.3 Net Enrollment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.1.7 % of health facilities delivering HIV paediatric treatment Baseline: 25 (2018) Target: 50
	Indicator 3.4 Vaccination coverage BASELINE: 64% (MICS 5) 2020 Target: More than 85%		
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 16

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS		
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 <i>Adult literacy rate</i> BASELINE: 50,5% (MICS 5) 2020 Target: 80%	OUTPUT 3.2 Directorate of Food, Nutrition and Child Survival Service has the technical capacity to plan, deliver services, monitor and evaluate implementation of interventions at central, regional and facility level to reduce acute and chronic malnutrition among under five children, adolescent and women in most affected areas including in emergency.	Indicator 3.2.1 Programme performance of children between 6-59 months with severe acute malnutrition (% recovered, died, defaulted, and non-response) Baseline: (2017) Cured: 75,9%; Defaulted: 18,1%; Died: 5,1%; non-response: 0,4% Target: Cured: >75%; Defaulted: <15%; Died: <10%; non-response: <15%
	Indicator 3.2 <i>Pre-primary GER [Gross School Enrollment Rate]</i> BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.2.2 % of children 6-59 months who benefit from supplementation with vitamin A Baseline : 97% Target : ≥ 98%
	Indicator 3.3 <i>Net Enrollment Rate (NER)</i> BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.2.3 % of children 12-59 months who benefit from deworming twice a year. Baseline : 102% Target : ≥ 98%
	Indicator 3.4 <i>Vaccination coverage</i> BASELINE: 64% (MICS 5) 2020 Target: More than 85%		Indicator 3.3.4 % of children 12-59 months who benefit from deworming twice a year. Baseline : 96% Target : ≥ 95%
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 17

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 <i>Adult literacy rate</i> BASELINE: 50,5% (MICS 5) 2020 Target: 80%	OUTPUT 3.3 The institutional and technical capacity of national, regional and facility levels of the Ministry of Public Health is strengthened to timely deliver high quality comprehensive and integrated sexual and reproductive health services to the most vulnerable groups in both sexes, particularly women, adolescents, young people and children.	Indicator 3.3.1 Programme % of skilled birth attendance Baseline: 45% (MICS 2014) Target : 65%
	Indicator 3.2 <i>Pre-primary GER [Gross School Enrollment Rate]</i> BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.3.2 Number of youth and civil society platforms with capacity to raise awareness and advocate for measures addressing child and forced marriage, teenager pregnancy, and sexuality issues. Baseline: 1 (MOH-M.youth-UNFPA, 2016) Target: 3
	Indicator 3.3 <i>Net Enrollment Rate (NER)</i> BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.3.3 Number of additional users of modern contraceptives. Baseline: 13822 (MOH-UNFPA, 2018), Target: 20000
	Indicator 3.4 <i>Vaccination coverage</i> BASELINE: 64% (MICS 5) 2020 Target: More than 85%		Indicator 3.3.4 % of health facilities with stock out of modern contraceptives Baseline : 71%(MOH-UNFPA, 2018) Target : 10%
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 18

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 Adult literacy rate BASELINE: 50,5% (MICS 5) 2020 Target: 80%	OUTPUT 3.4 Public health services and other implementing partners of all health regions, including the community level, have the technical, logistical and financial capacity to provide comprehensive and integrated packages of essential health care, , particularly to children, adolescents, young people, women, refugees and internally displaced people.	Indicator 3.4.1 % of health facilities that offer integrated comprehensive package of essential package of care. Baseline : TBD Target : 20% above baseline
	Indicator 3.2 Pre-primary GER [Gross School Enrollment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.4.2 Number of health regions where 16 Essential Family Practices are implemented Baseline : 11 health regions (2018) Target : 11 health regions
	Indicator 3.3 Net Enrollment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.4.3 Number of health regions receiving integrated UN agencies monitoring visits Baseline : 7 (2017 - H4+) Target : 11
	Indicator 3.4 Vaccination coverage BASELINE: 64% (MICS 5) 2020 Target: More than 85%		Indicator 3.4.4 % of health regions that implement "Integrated Community Case Management" Baseline : 42 Target : 114
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 19

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.1 Adult literacy rate BASELINE: 50,5% (MICS 5) 2020 Target: 80%	OUTPUT 3.4 Public health services and other implementing partners of all health regions, including the community level, have the technical, logistical and financial capacity to provide comprehensive and integrated packages of essential health care, , particularly to children, adolescents, young people, women, refugees and internally displaced people.	
	Indicator 3.2 Pre-primary GER [Gross School Enrollment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%		Indicator 3.4.5 % of health emergencies managed by Emergency Operational Centers. Baseline : 2 Target : 100%
	Indicator 3.3 Net Enrollment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%		Indicator 3.4.6 Number of Community Health Workers engaged. Baseline: 2079 Target: 4287
	Indicator 3.4 Vaccination coverage BASELINE: 64% (MICS 5) 2020 Target: More than 85%		Indicator 3.4.7 % of fully vaccinated infants Baseline: 40% Target: 60%
	Indicator 3.5 Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) 2020 Target: More than 95%		

SLIDE 20

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.6 Proportion of children under 5 years of age with pneumonia treated with antibiotics BASELINE: 96.8% (MICS 5) 2020 Target: 100%	OUTPUT 3.5 The health system is strengthened and better conducted through the provision of continuous technical, logistical, human and financial capacity with active community engagement to mitigate against , prepare for and be ready to respond to emergencies and or disasters, including sexual and reproductive health activities with a key focus on Bijagos, Bissau, Gabu, Cacheu and Tombali.	Indicator 3.5.1 % of health facilities that offer integrated comprehensive package of essential health care services.
	Indicator 3.7 Proportion of children under 5 years old suffering from chronic malnutrition BASELINE: 27.5% (MICS 5) 2020 Target: 20%		Indicator 3.5.2 % of health regions who implement 16 essential family practices.
	Indicator 3.8 Proportion of children at least 5 years old suffering from acute malnutrition BASELINE: 16.8% (MICS 5) 2020 Target: 10%		Indicator 3.5.3 Number of health facilities that offer emergency obstetric and neonatal care.
	Indicator 3.9 Proportion of pregnant women with access to ARV [antiretroviral drugs] (PMTCT) [Prevention of mother to child transmission] BASELINE: 28% (SNLS 2013) 2020		Indicator 3.5.4 Number of regional committees for monitoring and intervening in maternal mortality.
	Indicator 3.10 Proportion of children with access to ARVs BASELINE: 8% (SNLS 2013) 2020 Target: 30%		Indicator 3.5.5 Number of health structures monitored every six months.
			Indicator 3.5.6 % of health regions that implement "Integrated Community Case Management".
			Indicator 3.5.7 Number of Community Health Workers engaged.
			Indicator 3.5.8 Number of fully vaccinated infants.

SLIDE 21

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.11 Proportion of young people (15-24) with knowledge of HIV prevention BASELINE: 22.5% (MICS 5) 2020 Target: Plus de 50%	OUTPUT 3.6 Ministry of Health enabled to coordinate, develop, budget, implement, monitor, evaluate human rights based and inclusive health policies and strategies in a multisector approach colleagues please add the name of your agency where applicable.	Indicator 3.6.1 Number of policies/strategic plans developed and technically adapted with the assistance of United Nations. Baseline : 0 Target : 5
	Indicator 3.12 Rate of defecation in open air BASELINE: 17.7% 2020 Target: 10%		Indicator 3.6.2 Number of JANS conducted Baseline : 0 Target : 1 per year
	Indicator 3.13 Proportion of people with access to potable water BASELINE: 74.8% (MICS 5) 2020 Target: TBD		Indicator 3.6.3 Number of editions of national health accounts. Baseline 3 (2018) Target: 1 per year
	Indicator 3.14 Proportion of children with birth certificates BASELINE: 24% (MICS 5) 2020 Target: 50%		Indicator 3.6.4 Number of meetings of Health Sector Coordination Committee at national level conducted. Baseline: 0 Target: National 4 per year
	Indicator 3.15 Drop-out rate BASELINE: 13.9 % 2020 Target: 13 %		Indicator 3.6.5 Number of participations in technical meetings and capacity building events in health by GB Public Servants Baseline: 0 Target: 20 per year.
	Indicator 3.16 Nutritional recovery rate BASELINE: 76.6% 2020 Target: 78%		Indicator 3.6.6 Number of international technical assistance made available to the MoH Baseline: 0 Target: 10.

SLIDE 22

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.11 Proportion of young people (15-24) with knowledge of HIV prevention BASELINE: 22.5% (MICS 5) 2020 Target: Plus de 50%	OUTPUT 3.7 Ministry of Education is strengthened to plan, deliver and monitor quality education of all levels, including refugees and stateless people through all forms of education including non formal.	Indicator 3.7.1 Number of Out of school children in the reporting year who participated in early learning or primary education through UN supported programmes Baseline: 1304 (2020) Target: 2000 (2019) and 4000 (2020)
	Indicator 3.12 <i>Rate of defecation in open air</i> BASELINE: 17.7% 2020 Target: 10%		Indicator 3.7.2 Number of girls and boys provided with individual education/early learning materials through UN supported programmes. Baseline: 9700 (2018) Target: 9000/year
	Indicator 3.13 Proportion of people with access to potable water BASELINE: 74.8% (MICS 5) 2020 Target: TBD		Indicator 3.7.3 Coordination meetings organized quarterly Baseline: (2018) 4 meetings/year Target: 4/year
	Indicator 3.14 Proportion of children with birth certificates BASELINE: 24% (MICS 5) 2020 Target: 50%		Indicator 3.7.4 Availability of EMIS and data sustainably produced Baseline: (2015) no updated data available Target 1: 2014-2015 annual abstract is available and validated Target 2: 2015-2016 annual abstract is available and validated
	Indicator 3.15 Drop-out rate BASELINE: 13.9 % 2020 Target: 13 %		
	Indicator 3.16 Nutritional recovery rate BASELINE: 76.6% 2020 Target: 78%		

SLIDE 23

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.11 Proportion of young people (15-24) with knowledge of HIV prevention BASELINE: 22.5% (MICS 5) 2020 Target: Plus de 50%	OUTPUT 3.7 Ministry of Education is strengthened to plan, deliver and monitor quality education of all levels, including refugees and stateless people through all forms of education including non formal.	Indicator 3.7.5 National Quality Standards based on Child Friendly Schools available and implemented Baseline: not available Target: Available
	Indicator 3.12 <i>Rate of defecation in open air</i> BASELINE: 17.7% 2020 Target: 10%		Indicator 3.7.6 National Quality Standards based on Child Friendly Schools available and implemented Baseline: not available Target: Available
	Indicator 3.13 Proportion of people with access to potable water BASELINE: 74.8% (MICS 5) 2020 Target: TBD		Indicator 3.7.7 Number of school grades with the national comprehensive sexuality education curricula aligned with international standards developed. Baseline: 6 (MOH-MEdu-M.youth-UNFPA, 2018) Target: 9
	Indicator 3.14 Proportion of children with birth certificates BASELINE: 24% (MICS 5) 2020 Target: 50%		
	Indicator 3.15 Drop-out rate BASELINE: 13.9 % 2020 Target: 13 %		
	Indicator 3.16 Nutritional recovery rate BASELINE: 76.6% 2020 Target: 78%		

SLIDE 24

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.23 Proportion of demand for contraception not met BASELINE: 22% 2020 Target: 11%	OUTPUT 3.8 National capacities increased to develop, plan, implement, monitoring and evaluate WASH policies and standards leading to improved facilities and services for children and families including refugees for the sustained equitable use of safe drinking water, adoption of adequate sanitation and good hygiene practice focusing on areas with lowest coverage.	Indicator 2.8.1 Number of communities declared ODF Baseline 1000 Target 2000
	Indicator 3.24 Percentage of live births occurring in the presence of qualified medical personnel BASELINE: 43% 2020 TARGET: 56%		Indicator 2.8.2 Number of ODF declared regions Baseline: 0 Target: 2
			Indicator 2.8.3 Number of waterpoints rehabilitated (900) Baseline: n/a Target: 900
			Indicator 2.8.4 Number of schools equipped with child friendly sanitation, Baseline schools: 0 Target: 50 Schools
			Indicator 2.8.5 Number of health centers with upgraded wash structures. Baseline Health centers: 0 Target: 70 Health centers

SLIDE 25

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"	Indicator 3.23 Proportion of demand for contraception not met BASELINE: 22% 2020 Target: 11%	OUTPUT 3.9 Institutional and technical capacity of child, migrants, and refugees protection actors strengthened at the national and decentralized levels to prevent and respond to cases of violence against children, women, migrants and refugees and promote access to protection services.	Indicator 3.9.1 Number of children benefiting from prevention and response services through implementing partners supported by UNICEF. Baseline: 260 Target :1300
	Indicator 3.24 Percentage of live births occurring in the presence of qualified medical personnel BASELINE: 43% 2020 TARGET: 56%		Indicator 3.9.2 Number of health facilities with functioning birth registration services Baseline: 1 Target :12
			Indicator 3.9.3 Number of communities that implement programs of community dialogue for progressive abandonment harmful social norms and socio-cultural practices. Baseline: 166 Target : 200

SLIDE 26

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
<p>OUTCOME #3 "All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation"</p>	<p>Indicator 3.23 Proportion of demand for contraception not met BASELINE: 22% 2020 Target: 11%</p> <p>Indicator 3.24 Percentage of live births occurring in the presence of qualified medical personnel BASELINE: 43% 2020 TARGET: 56%</p>	<p>OUTPUT 3.10 Institutional and technical capacity of social protection actors strengthened at the national level to develop country owned and country led social protection policy.</p>	<p>Indicator 3.10.1 Available of social protection policy Baseline: Not available Target: Social protection policy adopted by the Government</p>

SLIDE 27

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
<p>OUTCOME #4 Public Institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</p>	<p>Indicator 4.1 Percentage of population using techniques and methods adapted to climate change (broken down by sex) BASELINE: 1.72% 2020 Target: 2.5%</p> <p>Indicator 4.2 Proportion of territory covered by protected areas BASELINE: 15% 2020 Target: 26%</p> <p>Indicator 4.3 Proportion of deaths / damage caused by accidents and natural disasters BASELINE: 15% 2020 Target: 26%</p> <p>Indicator 4.4 Level of nomination of natural heritage sites to the World Heritage Sites list BASELINE: 0 2020 Target: 2</p>	<p>OUTPUT 4.1 Public institutions have enhanced capacities in the formulation, coordination and implementation of policies and strategies in line with Guinea Bissau's international commitments.</p>	<p>Indicator 4.1.1 Number of new policy documents formulated Baseline: 13 Target:1</p> <p>Indicator 4.1.2 Number of development programmes/projects implemented in line with Rio Conventions Baseline : 11 Target : 14</p> <p>Indicator 4.1.3 Existence of a functional National Secretariat for the Coordination of the Rio Conventions Implementation Baseline : 0 Target : 1</p> <p>Indicator 4.1.4 Existence of an environmental, monitoring and evaluation plan elaborated Baseline : 0 Target : 1</p> <p>Indicator 4.1.5 Number of legally established protected areas Baseline : 11 Target : 12</p> <p>Indicator 4.1.6 Percentage of operating weather stations in the three climatic regions Baseline : 33% Target : 50%</p>

SLIDE 28

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #4 <i>Public Institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</i>	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	OUTPUT 4.2 Agricultural producers in the most vulnerable regions have technical capabilities for sustainable environmental management, natural resource management, climate change adaptation, risk prevention and disaster management.	Indicator 4.2.1 Number of agricultural producers (disaggregated by sex) implementing sustainable food productions techniques Baseline: F: 24 751 M: 9 190 Target: F: 40 000 M: 10 000
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.2.2 Number of people (disaggregated by sex) practicing biodiversity conservation and sustainable natural resources management Baseline : F: 20 000 M: Target : F: 40 000 M: 10 000;
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.2.3 Number of people assisted in the aftermath of the disaster Baseline: 2019: 0 Target: 2020:
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0 2020 Target: 2		Indicator 4.2.4 Number of households in the regions of Gabu, Quinara, Cacheu with access to renewable energy Baseline : 1 125 Target : 2 000

SLIDE 29

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #4 <i>Public Institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</i>	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	OUTPUT 4.2 Agricultural producers in the most vulnerable regions have technical capabilities for sustainable environmental management, natural resource management, climate change adaptation, risk prevention and disaster management.	Indicator 4.2.5 Number of CBOs promoting sustainable management of the environment and natural resources Baseline:0 Target: 50
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.2.6 Total amount of grants awarded applied in promoting the sustainable management of the environment Baseline: ??? Target: 550.000
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.2.7 % of protected areas managed sustainably Baseline : 0% Target : 50%
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0 2020 Target: 2		Indicator 4.2.8 Number of CBOs (disaggregated by sex and age), living in protected areas, involved in protected area management Baseline : Enquête de base à réaliser Target : à définir après enquête de base

SLIDE 30

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #4 <i>Public Institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</i>	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	OUTPUT 4.3 Public institutions in charge of the environment have the capacities and mechanisms for the establishment of strategic partnership for resource mobilization.	Indicator 4.3.1 Number of resource mobilization strategy documents elaborated and implemented Baseline : 0 Target : 1
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.3.2 % of financial resources mobilized for the environment sector through the contributing UN agencies (UNDP, FAO, WFP, UNOPS, UN Habitat) Baseline : 16,4% Target : 100%
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%		
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0 2020 Target: 2		

SLIDE 31

UNPAF Reconstructed Logical Framework			
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS
OUTCOME #4 <i>Public Institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</i>	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	OUTPUT 4.4 Public institutions in charge of the environment have the capacities and mechanisms for the establishment of strategic partnership for resource mobilization.	Indicator 4.4.1 Number of local resilient plans formulated and implemented Baseline : 2 Target : 8
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.4.2 Existence of disasters risk platform Baseline : 0 Target : 1
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%		Indicator 4.3.3 Number of contingency plans formulated Baseline : 14 Target : 20
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0 2020 Target: 2		Indicator 4.4.4 Existence of early warning system (SAP) for climate risk management Baseline : 0 Target : 1
			Indicator 4.4.5 Number of people (disaggregated by sex and age) affected by disasters Baseline : 3700 Target : 740

ANNEX 2 – ACHIEVEMENTS REPORTED COMPARED TO UNPAF OUTCOME INDICATORS

(A) <u>OUTCOME</u>	(B) <u>INDICATORS</u>	(C) <u>Actual Reported Achievements in 2019</u>	(D) <u>Actual Reported Achievements in 2018</u>	(E) <u>Actual Reported Achievements in 2016-17</u>	<u>EVALUATOR'S COMMENTS</u>
#1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	<u>Indicator 1.1</u> Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	<ul style="list-style-type: none"> UNFPA and UNIOGBIS organized training for women and youth candidates on the electoral legal framework, constitutional framework, political participation rights, and political communication to empower new candidates that reached 96 candidates (70% women and 30% of youth). In 2019, 650 participants (25% women over 35 years old, 43% youth women and 32% youth male) were trained by Ubuntu leadership academy and IPAV on political leadership, peacebuilding skills and reproductive health under UNFPA guidance in 13 urban centers nationwide, and it's scheduled to take place in February 2020, a replica with 350 participants in Bissau, divided in 7 urban areas of the capital. Supported the Women Council to enhance women participation in political discourse by direct engagement in three meetings. 	<ul style="list-style-type: none"> Establishment of Women's Council in April/May 2018 UNIOGBIS provided resources and advocated for increased women & youth presence Women police committee and military women's committee are members of working group The Women's political platform & Women's council, Migulian in collaboration with the girl's organizations working with parliament for adoption of gender-sensitive laws promoting equality and increasing the participation of women in decision-making spheres. The promulgation of the Gender Parity Law PBF Project on Women and youth political participation- Development of grant facility to increase youth & women's leadership, promote dialogue and peace consolidation. UNFPA & UNWOMEN finalizing political leadership training program UNIOGBIS developed specific training programme for women and youth candidates to providing campaigning skills and operational tools UNWOMEN provided technical and financial support to PPM, close partnership with PPM (Plataforma Politica das Mulheres) and REMPSECAO-GB for Preparatory Workshop 50% of female parliamentarians equipped with capacity to make decisions on and fulfill their mandate. 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING THE NUMBER OF FEMALE PARLIAMENTARIANS IN PARLIAMENT.</p>	<p>We welcome the support that the UN gave to ensure a quota be set for <u>women candidates</u> for parliament. However, ne cannot make a direct link between the outputs and or activities reported in columns C and D with Indicator 1.1. of the UNPAF, as the number of women parliamentarians is ultimately determined by the voting process. All of this is outside the scope of what the UN, operating as UNCT, can achieve. In fact the number of ELECTED female parliamentarians remained at 14. <u>Therefore, any progress in this Indicator can only be marginally linked to the UNDAF, but we can attribute a modest contribution to this outcome.</u></p>
	<u>Indicator 1.2</u> Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING THE LEVEL OF PARTICIPATION IN ELECTIONS.</p>	<ul style="list-style-type: none"> Multi Stakeholder training on Human Rights in the context of election was conducted with participation of technicians and members of the Regional Commission of the Electoral Process Support Office (GTAPE) and Territorial Administration Minister, delegates from the National Commission of Elections (CNE), Civil Society Organizations, Media, magistrates, people with disability, Local women and youth and Religious Leaders, participated on the trainings in the different Regions. A total 455 participants including 206 were women from Bissau and the Cacheu, Oio, Quinara, and Bolama and Bijagós regions. 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING THE LEVEL OF PARTICIPATION IN ELECTIONS.</p>	<p>According to sources on the internet the voter participation rate in the November 2019 elections was 74.37% for the first round and 72.87% for the second round. <u>Both figures are below the BASELINE of 86% established in the UNPAF.</u></p>

	<p>Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%</p>	<ul style="list-style-type: none"> • UNIOGBIS also trained 200 members, including approximately 25 women and 30 youths including 17 girls of the Federation of the Associations of People with Disabilities to promote and implement the Convention on the Rights of Persons with Disabilities and its Optional Protocol on Citizenship and Human Rights from 13 to 16 August 2019 in Cacheu. 	<ul style="list-style-type: none"> • Guinea-Bissau ratified the protocols in 2014 and 2018 respectively, Convention on the Rights of Persons with Disabilities and its Optional Protocol on Citizenship and Human Rights. training on human rights indicators, training on human rights treaty bodies reporting and to the other mechanism, etc. • Training on reporting to human rights treaty bodies in Bissau for 30 government officials, including 11 women to assist the State in the elaboration of overdue reports to human rights treaty bodies, • Training on reporting to human rights treaty bodies in Bissau for 30 government officials, including 11 	<ul style="list-style-type: none"> • The process of elaborating the Child Protection (CP) Code started after several important steps to engage key stakeholders in this exercise to harmonize national legislation with the Convention on the Rights of the Child (CRC) and other key child rights legal instruments. 	<p>According to the UN data base, Guinea-Bissau is signatory to 172 Conventions, Treaties and Protocols. Of these, at least 37 are Governance related. However, the Evaluators found no information in the Data Collection Tables or UNPAF Progress Reports that could lead to conclude that activities were undertaken or outputs produced beyond those that relate to Human Rights. Therefore, we are not able to ascertain progress in percentage terms regarding this indicator.</p>
	<p>Indicator 1.4 Number of people with access to justice (disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500</p>	<ul style="list-style-type: none"> • So far 50 people, 27 men and 23 women have benefitted from access to justice since January 2019. • A strategic development plan for CENFOJ was drafted in collaboration with the CEJ (Portugal) • Technical and material support was provided to the CAJ; • 534 women and 1191 men had access to legal aid with an average of 194 women as against 433 men per month. • 10 sensitization sessions on the rights of women conducted with 9 sessions focusing on the sensitization and education on land law, reaching out to 407 people. • 2 capacities development plan drafted and are being implemented to strengthen CSOs and local communities involved in the justice reform and access to justice. 	<ul style="list-style-type: none"> • UNDP has supported a national workshop/conference to discuss the transformation of GICJU into INDEP, a public institute, institutionalizing mediation. • Awareness raising campaigns on human rights, access to justice and pro-bono legal aid have been shared in several radio stations and national TV. • Improving access to legislation for legal practitioners by supporting the publication of a compendium of key legislation in collaboration with Camoes Institutions, which also enhanced access to legislation for legal practitioners. • The UN through facilitation by UNDP is supporting 6 Legal Aid Centers (CAJ)/ GICJU. · In addition, an agreement has been signed between the Bar Association, Ministry of Justice and GICJU/CAJ to provide pro-bono legal assistance. The provision of legal services was also within the 2018 work plan of the UNPAF OG1 Peace and Security extended to support for the construction and equipment of the sectoral court in Oio and Bolama 	<ul style="list-style-type: none"> • UNDP contributed through supporting reform, modernization and access to justice; these interventions focused on expanding access of justice to vulnerable populations by providing free legal aid services and conflict mediation assistance through the Centers of Access to Justice, as well as the construction of sector courts that completed the justice chain at local level. The increased professional capacity of magistrates as a result of the training by the Centre of Judiciary Training also contributed to this end. • Other efforts included free legal aid for 1204 people (20 percent women), extra-judiciary conflict resolution assistance at the community level through the Legal Aid Centers and improved functioning of the district court system through construction and equipping of 2 district level courts (Canchungo and Mansoa) to complement the work of Legal Aid Centres in three targeted pilot regions Cacheu (239 people), Oio (186 people) and Bafatá (230 people)) and the capital Bissau (549 people), which contributed to raise awareness of poor and vulnerable population rights and trust on the justice system. • 13 intern judges and prosecutors were trained and graduated as magistrates by CENFOJ and officially appointed by their respective High Council of Magistracy to serve in different courts of the Bissau and region 	<p>Here, clearly progress has been made, However, an accurate assessment of progress towards this outcome indicator was not possible due to the lack of reported statistics regarding access to justice created over the whole 2016-2020 period. Additionally, the Target Indicators were extremely modest in relation to the population of the country.</p>
#2	<p>Indicator 2.1 GDP Growth Rate</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE</p>	<ul style="list-style-type: none"> • 70 people from Ministry of Economy and Finance and especially the staff of the State Secretariat of Planning and Regional Integration, planning officers from other 	<ul style="list-style-type: none"> • Report of studies and analysis of tax revenue of Guinea-Bissau by the Ministry of Economy and Finance. This study aims to analyze the conditions 	<p>GDP evolution:15 - 5,8 2016 - 4,9 2017 - 4,8</p>

Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	BASELINE: (2014): 2.5% 2020 Target: 5%	REALATED TO MAJOR ACTIONS LEADING TO GDP GROWTH.	line ministries and public institutes as well as a number of civil society and private sector associations trained.	under which Guinea-Bissau could raise its tax rate to the 20 percent standard set by ECOWAS/WAEMU; The study carried out by the Ministry of Economy and Finance bears the impact of the implementation of the ECOWAS Common External Taxes (CET) on tax revenues; • 2017/2018 season compared to 2016/2017 the updated macroeconomic framework (by the BCEAO) forecasts real GDP growth of 5.9 percent against 5.6 percent initially forecast and 5.8 percent in 2016. Growth would be supported by an increase in the primary sector of 4.6 percent compared to 5.3 percent in 2016, following the good campaign of the cashew nut and investments in infrastructures.	2018 - 5,0 2019 – One wasn't able to establish direct link between the GDP evolution within the evaluation period and the achievements reported.
	Indicator 2.2 Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THE GINI INDEX.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THE GINI INDEX	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THE GINI INDEX	• The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.
	Indicator 2.3 Unemployment rate BASELINE: 18% 2020 Target: 15% (35% women)	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO DECREASING UNEMPLOYMENT.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO DECREASING UNEMPLOYMENT.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO DECREASING UNEMPLOYMENT.	The assessment of this outcome indicator was not possible due to the lack of reliable data.
	Indicator 2.4 Average income level BASELINE: Not available 2020 Target: TBD	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING INCOME LEVELS OF THE POPULATION.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING INCOME LEVELS OF THE POPULATION.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING INCOME LEVELS OF THE POPULATION.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.
	Indicator 2.5 Community Asset Score BASELINE: Not available 2020 Target: TBD	WITHOUT A BASELINE OR TARGET SCORES NO YEARLY PROGRESS CAN BE ASSESSED.	WITHOUT A BASELINE OR TARGET SCORES NO YEARLY PROGRESS CAN BE ASSESSED.	WITHOUT A BASELINE OR TARGET SCORES NO YEARLY PROGRESS CAN BE ASSESSED.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.

<p>Indicator 2.6 <u>Growth rate in agro-sylvo-pastoral, fishing and food production</u> BASELINE: Not available 2020 Target: TBD</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THIS INDICATOR.</p>	<ul style="list-style-type: none"> 7.0 percent decrease in gross cereal production for the 2017/2018 season compared to 2016/2017 following the 11.4 percent decrease in rice production (2017/2018 Crop Year Evaluation Report). 	<ul style="list-style-type: none"> The revision of the National Agricultural Investment Plan (second generation of the NAIP 2017) as part of the Comprehensive Africa Agriculture Development Programme (CAADP), the agricultural component of the New Partnership for Africa's Development (NEPAD). The establishment of four (4) aquaculture and five (5) cassava production units which contributed to the employment of 200 young people from 30 savings and credit system that benefited women's associations (AVEC) and the installation of 30 cases of resilience for women's associations; The socio-economic reintegration of 105 women, particularly the most vulnerable, through an income-generating activity; 	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.</p>
<p>No Indicator 2.7 included</p>		<ul style="list-style-type: none"> 		
<p>Indicator 2.8 <u>Marketing rate of agro-sylvo-pastoral fishing and food production.</u> BASELINE: Not available 2020 Target: TBD</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THIS INDICATOR.</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING MARKETING RATE FOR AGRO/SYLVO-PASTORAL/FISHING-FOOD PRODUCTION.</p>	<ul style="list-style-type: none"> The revision of the National Agricultural Investment Plan (second generation of the NAIP 2017) as part of the Comprehensive Africa Agriculture Development Programme (CAADP), the agricultural component of the New Partnership for Africa's Development (NEPAD). 	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.</p>
<p>Indicator 2.9 <u>Proportion of women with access to credit and employment</u> Baseline: N.A. 2020 Target: TBD</p>	<p>NOTHING ELSE REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING WOMEN'S ACCESS TO CREDIT OR EMPLOYMENT..</p>	<ul style="list-style-type: none"> Existence of a partnership between UNDP, the ILO and the Government to help the formulation of employment policy. <p>NOTHING ELSE REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING WOMEN'S ACCESS TO CREDIT OR EMPLOYMENT..</p>	<ul style="list-style-type: none"> The existence of the national policy on equity and gender equality approved by the Council of Ministers; the framework law (legal framework) consistent with the requirements of the right to food and regulations implementing the land law for the promotion of responsible land governance; the regulation implementing the land law for the promotion of responsible land governance. The establishment of four (4) aquaculture and five (5) cassava production units which contributed to the employment of 200 young people from 30 savings and credit system that benefited women's associations (AVEC) and the installation of 30 cases de resilience for women's associations; 	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.</p>
<p>Indicator 2.10 <u>Share of manufacturing/industrial sector in employment and the GDP</u> Baseline: N.A. 2020 Target: TBD</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING SHARE OF EMPLOYMENT OR GDP BY MANUFACTURING INDUSTRY</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING SHARE OF EMPLOYMENT OR GDP BY MANUFACTURING INDUSTRY</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING SHARE OF EMPLOYMENT OR GDP BY MANUFACTURING INDUSTRY</p>	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.</p>

ANNEX 2 – ACHIEVEMENTS REPORTED COMPARED TO UNPAF OUTPUT INDICATORS

<p>#3 “All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation, hygiene, education and quality protection services”</p>	<p>Indicator 3.1 Adult literacy rate BASELINE: 50.5% Target 80%</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO REDUSING ADULT LITERACY RATE.</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO REDUSING ADULT LITERACY RATE.</p>	<p>• Support to literacy and income generation programmes, targeting around 500 adolescents and women. NO FURTHER DETAILS GIVEN.</p>	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).</p>
	<p>Indicator 3.2 Pre-primary GER [Gross School Enrolment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%</p>	<ul style="list-style-type: none"> 4724 children in the reporting year who participated in early learning (pre-school) or primary education through UN supported programmes 	<ul style="list-style-type: none"> 30 more pre-schools were provided support benefiting nearly 1500 children in Bafata and Gabu. 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING <u>PRE-PRIMARY</u> GER.</p>	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities in 2018-2019, these alone are insufficient to fully reach the target.</p>
	<p>Indicator 3.3 Net Enrolment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%</p>	<ul style="list-style-type: none"> UNICEF continued to support the Ministry of Education to implement the 6/6 campaign, improving communication strategy and developing appropriate materials: The campaign posters remained fixed in different billboards in all regions of the country. Theaters on the theme were recorded and broadcast on the LED screen located at the roundabout of Chapa (Bissau). In the same way, radio programs and spots were broadcast through the network of community and private radio that include more than 30 radio partners. In 2019, 59 joint missions (MoE and WFP) were conducted for evaluating the way the school feeding programme were implementing. UNICEF supported MoE to develop an accelerated curriculum based on basic education first cycles (EB1 and EB2) curriculum for out-of-school adolescents; test its implementation and train teachers: The work culminated (i) in identifying essential learning content, (ii) updating the Teacher's Guide, (iii) training of about 30 teachers, (iv) opening accelerated learning classes and (v) enrolling about 880 children (48% girls) from 9 to 14 years old. The design and production of textbooks will continue in 2020. The proposed accelerated learning program will provide adolescents with the essential basic education skills in three years instead of six. School materials were distributed to all 66 Child Friendly Schools (CFS) and 60 preschools, ensuring that all children attending these schools have the 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING SCHOOL NET ENROLMENT RATES.</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING SCHOOL NET ENROLMENT RATES.</p>	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.</p>

		necessary school supplies (benefiting 14375 pupils in primary education and 3248 in preschool).			
	<p>Indicator 3.4 <u>Vaccination coverage</u> BASELINE: 64% (MICS 5) 2020 Target: More than 85%</p>	<ul style="list-style-type: none"> More than 18050 EPI management tools printed (vaccination log books, vaccination monitoring chart, temperature monitoring chart etc.) All vaccines have been distributed to all health regions All 110 health facilities have benefited from preventive maintenance of their cold chain equipment 	<ul style="list-style-type: none"> With the support of UNICEF and WHO, 292,322 children 0 – 59 months out of 266,189 were vaccinated against polio, representing 110 per cent. A coverage of 102 percent was attained for vitamin A supplementation. The deworming campaign resulted in a coverage of 106 percent. While the 2016 Meningitis vaccination campaign in general reached high coverage targets, the drop in routine vaccination coverage was observed, raising a major concern and triggering extensive analytical and technical assistance work. 	<ul style="list-style-type: none"> With the support of UNICEF and WHO, 292,322 children 0 – 59 months out of 266,189 were vaccinated against polio representing 110 per cent. A coverage of 102 percent was attained for vitamin A supplementation. The deworming campaign resulted in a coverage of 106 percent. While the 2016 Meningitis vaccination campaign in general reached high coverage targets, the drop in routine vaccination coverage was observed, raising a major concern and triggering extensive analytical and technical assistance work. 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.</p>
	<p>Indicator 3.5 <u>Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs)</u> BASELINE: 81% (MICS 5) 2020 Target: More than 95%</p>	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO CHILDREN SLEEPING UNDER MOSQUITO NETS.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO CHILDREN SLEEPING UNDER MOSQUITO NETS.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO CHILDREN SLEEPING UNDER MOSQUITO NETS.	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).</p>
	<p>Indicator 3.6 <u>Proportion of children under 5 years of age with pneumonia treated with antibiotics</u> BASELINE: 96.8% (MICS 5) 2020 Target: 100%</p>	<ul style="list-style-type: none"> Community-based interventions continued in 2019 through a network of 3,521 functional Community Health Workers, who visited 129,967 households followed 8,557 cases of pneumonia in children <5 years were treated with ORS, zinc and Amoxicillin, respectively. 	<ul style="list-style-type: none"> In 2018, 89.8% cases of pneumonia seen by CHWs were been treated correctly; this is a considerable improvement compared to 2017. 	<ul style="list-style-type: none"> A total of 3409 children under five years of age were treated for Pneumonia by CHWs with amoxicillin out of 3741 equivalents to 91 percent of cases seen in the community. Although number of cases seen by CHWs is low, it represents a good start for the community health case management for Malaria, Diarrhoea and Pneumonia. 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). The figure reported on 2018 is below the BASELINE of 96.8% established in the UNPAF.</p>
	<p>Indicator 3.7 <u>Proportion of children under 5 years old suffering from chronic malnutrition</u> BASELINE: 27.5% (MICS 5) 2020 Target: 20%</p>	<ul style="list-style-type: none"> More than 4,609 children aged 6-23 months were assisted by WFP in Oio, Bafata and Gabu. 	<ul style="list-style-type: none"> A total of 69 Centers, out of 78, were supported with the provision of therapeutic food, medicines, anthropometric equipment, refreshment of 11 Nutrition managers and supervision. 	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THIS INDICATOR.	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.</p>
	<p>Indicator 3.8 <u>Proportion of children at least 5 years old suffering from acute malnutrition</u> BASELINE: 16.8% (MICS 5) 2020 Target: 10%</p>	<ul style="list-style-type: none"> UNICEF also continued to promote the integration of malnutrition treatment and HIV testing. As of end September, 469 malnourished children under five had been tested at nutrition treatment sites, of which 8.2% (36) were found HIV positive. 	<ul style="list-style-type: none"> From January to September 2018, 1006 children under 5 years old, were admitted for treatment: 530 out of 908 (58.4%) were discharged cured, 76 children died during the treatment representing 8.4%, there were 264 cases of abandonment (29.1%) and 38 cases of non-response to treatment (4.2%). The number of defaulters remains very high due to the distance between villages and rehabilitation centers and the lack of integration of nutrition care at community level. 	<ul style="list-style-type: none"> The implementation of Integrated Management of Acute Malnutrition activities (IMAM) by 78 Intensive Nutritional Rehabilitation Centre (CRENI) and Outpatient Nutritional Rehabilitation Centers (CRENAGs) was strengthened with UNICEF's support for training health workers, conducting formative supervision and provision of therapeutic supplies. A total of 1,403 children 6-59 months with SAM out of 4,836 (estimation of Severe Acute Malnutrition caseload) was admitted for treatment 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).</p>

			<ul style="list-style-type: none"> In addition, MAM treatment programme was implemented in three regions, with a high prevalence of chronic malnutrition, namely Oio region, Bafata and Gabu, and 19,162 MT of specialized nutritious foods (CSB+) were provided to 1,381 children aged 6-59 months (719 women and 662 men). Recovery rate is more than 95%. Food assistance for MAM treatment was an opportunity in the implementation of the Integrated Management of Acute Malnutrition protocol in the Oio, Gabu and Bafata regions, since it contributes to the reduction of the incidences of cases of severe acute malnutrition, and consequently reduces the mortality rate in these regions. 	<p>in the UNICEF-supported programme (reports from only 77 percent of nutrition treatment centres). Of these, 262 children were discharged as recovered.</p> <ul style="list-style-type: none"> An estimated 57 percent of children with severe acute malnutrition have been enrolled and retained in treatment using contemporary Integrated Management of Acute Malnutrition (IMAM) approach. IMAM will be scaled up further to involve also Quinara and Tombali regions. Two rounds of Vitamin A campaigns reached coverage targets (90 percent and 95 percent) of children under five years and exclusive breastfeeding rates in Cacheu, Farim, Oio, Biombo, Quinara, and Gabu have been considerably scaled up to 79.5 percent. 	Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.
	<p>Indicator 3.9 <i>Proportion of pregnant women with access to ARV [antiretroviral drugs] (PMTCT) Prevention of mother to child transmission]</i> BASELINE: 28% (SNLS 2013) 2020</p>	<ul style="list-style-type: none"> As of November 2019 54.5% pregnant women were enrolled in ART treatment regime. However, some ARTs sites have not yet introduced the data into DHS2 	<ul style="list-style-type: none"> The Elimination of Mother to Child Transmission (eMTCT) of HIV and pediatric AIDS remain two key priorities for UN in support to the National AIDS Programme (NAP). 	<ul style="list-style-type: none"> In 2016, the progress towards elimination of mother to child transmission of HIV has been reported, along with somewhat slower progress in scaling up treatment coverage for people living with HIV. 62% of pregnant women were enrolled into Anti-Retroviral Treatment (ART) for prevention of mother to child transmission as of November 30th 2017. 	The assessment of this outcome indicator was not possible due to the lack of target and the fact that the baseline was established with data from 2013.
	<p>Indicator 3.10 <i>Proportion of children with access to ARVs</i> BASELINE: 8% (SNLS 2013) 2020 Target: 30%</p>	<ul style="list-style-type: none"> UNICEF supported the training of 74 health workers out of 75 planned (physicians, nurses and midwives) in pediatric AIDS care that contributed to an increase in the number of ART centers providing pediatric AIDS and consequently a growth in the number of children enrolled in ART compared to 2018 UNICEF supported the formative supervision visit in all 45 ART centers providing pediatric AIDS and 31 HIV laboratories aiming at improving the quality of service delivery. The number of Adolescents 15-19 years old tested for HIV that received their results in the last 12 months has been increased in 2019 compared to 2018, (13,933 versus 6835), thanks to the implementation of the new data entry sheet inclining adolescents 10-14 years and 15-19 years of age in all HIV testing and counselling sites An HIV Family Testing Campaign was launched in the regional hospitals leading to an increase in children's access to pediatric AIDS care The introduction of Point of Care Technology was done using the Gen Expert Platforms already in place for HIV, TB and Malaria for Early Infant Diagnosis of HIV. This will help increase the access to pediatric AIDS care in the coming year 	<ul style="list-style-type: none"> As of end June 2018, 568 out of an estimated 2100 HIV positive children under 15 (estimated number of HIV+ children, UNAIDS spectrum) were enrolled in ART, representing 27% of all HIV positive children against 16% in 2017. This shows a steady progress, but it is still far from the Country Programme target, which is 50%. 	<ul style="list-style-type: none"> 93 staff were trained in ARV treatment to improve the capacity to deliver pediatric AIDS service and 196 in collecting, handling and transportation of blood samples for early diagnostics of HIV exposed infants were also conducted. Little progress has been seen in scaling up primary HIV prevention and children remain three times less likely to be enrolled and retained in ARV treatment than adults. 	The assessment of this outcome indicator was not possible due to the fact that the baseline was established with data from 2013 and confusion exists between the UNPAF target 30% and the Country Programme target, which is 50%.
	<p>Indicator 3.11 <i>Proportion of young people (15-24) with knowledge of HIV prevention</i></p>	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO PROPORTION OF	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO PROPORTION OF	<ul style="list-style-type: none"> First phase of "All in" Adolescents Country Assessment Process has been completed and priorities population, interventions and geographic areas identified The second phase of "All in" Adolescents Country Assessment Process is ongoing (draft report available) 	The assessment of this outcome indicator was not possible due to the

	<u>BASELINE: 22.5% (MICS 5)</u> <u>2020 Target: Plus de 50%</u>	YOUNG PEOPLE WITH KNOWLEDGE ON HIV PREVENTION.	YOUNG PEOPLE WITH KNOWLEDGE ON HIV PREVENTION.		lack of reliable data (latest MICS).
	<u>Indicator 3.12</u> <u>Rate of defecation in open air</u> <u>BASELINE: 17.7%</u> <u>2020 Target: 10%</u>	<ul style="list-style-type: none"> Community-Led Total Sanitation (CLTS) was implemented in 324 communities through local implementing partners. These communities concerned the regions of Oio, Tombali, Bafatá, Gabú, Bolama-Bijagós and Biombo. Sanitation marketing introduced, and three marketed hygiene items were delivered through partners, Lixl pans (486 units sold), Water and Sanitation infrastructure rehabilitation ongoing in the schools of Binta, Jumbembe and Cuntima, in Farim sector, Oio region. 13 additional health centers rehabilitated during the year for WASH. 650 of 2000 schools assessed for WASH coverage and reported to the UNICEF/WHO Joint Monitoring Program 	<ul style="list-style-type: none"> In 2018, 126 communities initiated the process to abandon open defecation – progress was slower than in 2016-2017 due to the lack of funding during the first semester. However, if the rate of progress of ODF villages registered during the last 5 years can be maintained, rural areas of Guinea-Bissau will be ODF by 2030. 	<ul style="list-style-type: none"> Further increase in number of communities declared Open Defecation Free (ODF) was reported, reaching 1,170 in total. WASH is another result area where service delivery was enhanced. The continuation of the CLTS (Community Led Total Sanitation) programme led to 542 communities certified ODF through partnerships agreements with 7 NGOs nationwide, benefitting 135,500 people. 	The assessment of this outcome indicator was not possible due to the lack of reliable data and means of verification. Some effort was made and according to the UNPAF 2018 progress report, if the rate of progress of ODF villages is maintained, rural areas of Guinea-Bissau will be free by 2030.
	<u>Indicator 3.13</u> <u>Proportion of people with access to potable water</u> <u>BASELINE: 74.8% (MICS 5)</u> <u>2020 Target: TBD</u>	<ul style="list-style-type: none"> 127 water points with hand pumps rehabilitated by the sector hand pump mechanics through the operation of spare parts shop, uniform and protection equipment distributed to 32 mechanics, motorbikes prepared to be delivered to mechanics. Water filters (516 units sold) and menstrual cups (270 units sold) benefiting communities and adolescent girls in Tombali, Oio, Biombo, Gabú and Bafatá regions During the year 13 health centres benefitted from rehabilitation on water, sanitation, electricity and another important physical part of the infrastructure. Water and Sanitation infrastructure rehabilitation ongoing in the schools of Binta, Jumbembe and Cuntima, in Farim sector, Oio region. 13 additional health centers rehabilitated during the year for WASH. 650 of 2000 schools assessed for WASH coverage and reported to the UNICEF/WHO Joint Monitoring Program 	<ul style="list-style-type: none"> In 2018, the rehabilitation work in 29 health centers was completed, primarily focusing on water and electricity. Since 2016, a total of 64 health centers have been rehabilitated. This work has resulted in 74% of rural primary healthcare centers having access to water compared to 32% in 2016 (baseline). 	<ul style="list-style-type: none"> Water and Sanitation Group (GAS) partners continued the functionality mapping of water points commenced in 2016, using mWATER application on smartphones, which allows for up-to-date visualization of water point functionality. Of the 5,244 water points visited, 1,344 are boreholes equipped with pumps. Of these pumps only 52 percent are fully functional. In view of the high breakdown rate of pumps, the strategy adopted to ensure continuity of water access to the population was to focus on rehabilitation of pumps and ensure some sustainable systems rather than new constructions. 	The assessment of this outcome indicator was not possible due to the lack of target and reliable data (latest MICS). Some effort was made and relevant activities implemented.
	<u>Indicator 3.14</u> <u>Proportion of children with birth certificates</u> <u>BASELINE: 24% (MICS 5)</u> <u>2020 Target: 50%</u>	<ul style="list-style-type: none"> UNICEF continued providing substantial support to strengthen the weak civil registration and vital statistics system. Nine new birth registration (BR) services were set up in health centers, increasing the total number of 24 units (2019). Children to birth registration (BR) services, is now a clear government priority. New BR units opened in nine health centers, increasing to 24 the total of services operational (out of 18 targeted). Until end 	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO THIS INDICATOR	<ul style="list-style-type: none"> Technical and financial capacity of one of the few shelters in the country was strengthened with UNICEF's support. Also, the Gabu shelter has supported the reintegration of 150 children victims of exploitation, who have benefited from psychosocial support as well as education and birth certificates. 	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).

		<p>December 2019, 18,423 (out of 16,500 target) children under 7 have received their birth certificates.</p> <ul style="list-style-type: none"> For the first time, BR services were included in the national five days' measles immunization campaign. This led to a sharp increase of BR to children U1, which rates continue very low, and proved to be an excellent strategy to promote BR. In this pilot, 3,214 children U5 received their birth certificate in 18 (out of 114) health areas covered. Both ministries of Justice and Health are planning to scale-up the initiative in 2020. Capacities of CR services have improved greatly in 2019. CR officers and interns (85) improved their knowledge and skills on BR techniques, legislation and the new national strategy, benefiting from on-the-job trainings, which led to a reduce number of complaints on mistakes or illicit behaviors. Community and social mobilization for BR were strongly promoted, leading to an increase access of families to the services. Regional CR teams have implemented a routine outreach plan and have collaborated with community leaders, community health workers (4,421) and community radios (32), who have played a key role in increasing families' knowledge on the importance of BR and demand of services. 			Some effort was made and relevant activities implemented.
	<p>Indicator 3.15 Drop-out rate BASELINE: 13.9 % 2020 Target: 13 %</p>	<ul style="list-style-type: none"> WFP procured, stored and distributed 4,798 metric tons to 180,000 students in Guinea-Bissau. WFP bought 1,098 metric tons from smallholder's farmers and distributed this food in 274 schools. 	<ul style="list-style-type: none"> During the reporting period 173, 598 school children from 758 schools in 8 Regions benefited from hot and nutritious food provided. The provision of the of school meals contributed the keep children in school and to decrease de drop rate in rural areas. 2017/2018 school year data showed that the retention rate increased among children enrolled in schools assisted by WFP. Provision of the Take-home rations (THR) befitted 16,325 girls in Grades 4 to 6. The THR contributed to keep adolescent girls in schools according to the last school year results. The THR for girls is composed of rice and was distributed to girls attending at least 80% of classes per month. The THR also benefited indirectly families. 	<ul style="list-style-type: none"> In 2017, WFP provided school meals to 173,593 in 758 schools of 8 regions of the country, excluding Bissau. Also, 16,323 girls benefited from food as incentive for their families to let them attend schools during the academic year. School meals supported the retention rates in 2017 over 90 percent (95.8 percent for boys and 96 percent for girls), while dropout rates were reduced to 5.4 percent (5.7 percent for boys and 5 percent for girls). 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the school meals provision, it remains insufficient to fully reach the target.</p>
	<p>Indicator 3.16 Nutritional recovery rate BASELINE: 76.6% 2020 Target: 78%</p>	<ul style="list-style-type: none"> The SiSSAN restarted in August 2019 and conducted a food security and nutrition survey in September 2019. The first results were already shared with partners through regional workshops. The bulletin will be published in February after the National workshop planned by the end of January. WFP in collaboration with the Ministry of Public Health and other partners held free consultations in 38 administrative sectors benefiting 4.681 people from all age groups. This activity aimed to inform people to know about their nutritional status, blood pressure, diabetes and performing nutritional counselling in the communities 	<ul style="list-style-type: none"> From January to September 2018, 1006 children under 5 years old, were admitted for treatment: 530 out of 908 (58.4%) were discharged cured, 76 children died during the treatment representing 8.4%, there were 264 cases of abandonment (29.1%) and 38 cases of non-response to treatment (4.2%). In addition, MAM treatment programme was implemented in three regions, with a high prevalence of chronic malnutrition, namely Oio region, Bafata and Gabu, and 19,162 MT of specialized nutritious foods (CSB+) were provided to 1,381 children aged 6-59 months (719 women and 662 men). Recovery rate is more than 95%. The food (CSB +) is designed to provide 820 kcal per person through a daily ration of 200 grams of super cereal plus. The distributions were performed monthly and were administered through the health technicians responsible for nutritional recovery 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO INCREASING NUTRITIONAL RECOVERY RATES.</p>	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data (latest SiSSAN and SMART). Despite the relevance of the activities implemented, their sum remains insufficient to fully reach the target.</p>

			centers in the regions covered by the moderate Acute malnutrition treatment program.		
	<p>Indicator 3.17 <u>Boy/girl ratio at primary level</u> <u>BASELINE: 0.90 2020</u> <u>Target: 1.0</u></p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE RELATED TO PROPORTION (SEX RATIO) AT PRIMARY LEVEL.</p>	<ul style="list-style-type: none"> Gender disparities in schooling become more pronounced from the age 11 onwards. <p>NO FURTHER DETAILS GIVEN.</p>	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE RELATED TO PROPORTION (SEX RATIO) AT PRIMARY LEVEL.</p>	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data. Residual activities were implemented.</p>
	<p>Indicator 3.18 <u>Proportion of women who are victims of GBV with access to services</u> <u>BASELINE: Not available</u> <u>2020 Target: TBD</u></p>	<ul style="list-style-type: none"> Several key CP services are almost inexistent at decentralized level, and the state does not have the capacity to expand them. To counter this problem, UNICEF has focused its efforts on strengthening community responses, as a key strategy to prevent violence. UNICEF, UNFPA and UNDP have worked together with NGOs, CBOs and traditional leaders to prevent violence against children and promote alternative conflict resolutions mechanisms that respect child and woman's rights. 181 communities were engaged in promoting and participating in human rights dialogues to end violence against children and women, with special focus on FGM, child marriage, domestic violence and girls school dropout. More than 67,330 people took part in those open spaces of discussions along 2019, resulting in 20 communities declaring the abandonment of FGM. Positive social norms, practices and behavior to end gender-based violence, through community open dialogue, were promoted and commitments to change main issues hampering children and women's rights were made by communities, traditional leaders and local authorities. During 2019, 20 communities (out of 52 planned) have publicly declared the abandonment of FGM. UNICEF and UNFPA engaged in advocacy initiatives and social mobilization to end FGM at various levels. The celebration of the international day of zero tolerance to FGM, brought together state authorities, religious leaders and other key actors, who jointly pledged to end FGM. In addition, an important campaign, targeting school children and teachers, and using interactive activities, was implemented in high schools of capital Bissau, mobilizing adolescents and 	<ul style="list-style-type: none"> 75 communities have publicly declared abandonment of FGM/C and child marriage. Under the UNFPA/UNICEF FGM/C joint programme, the main results occurred at the community level, in addition to important advocacy activities to end FGM/C. 1,782 sessions to promote the end of practices and social norms that affect the rights of children and women, took place in 122 communities, including 118 religious leaders. The programme has also supported literacy and income generation programmes, targeting around 500 adolescents and women. The UN through its UNWOMEN agency provided technical and financial support to the National Council for Volunteers to expand the trainings and awareness campaign (reaching 5000 youth volunteers) in fighting Gender Based Violence (GBV) at the community level and supported the process of the Typology Study of GBV to identify attitudes, stereotypes and discriminatory laws to increase GBV awareness. 	<ul style="list-style-type: none"> Although limited funds were available on the FGM/C JP in 2018, important achievements occurred to improve social and legal services to girls and women regarding FGM/C, child marriage and other negative gender norms. Capacity development of implementers were reinforced, and community engagement continues high, with around 25,727 people participating in human rights educational dialogue programs in 96 communities from 6 regions. UN continued to strengthen girls' competencies through life skills and literacy programmes. The JP is collaborating with the World Bank (WB) and Portuguese Cooperation to strengthen the national coordination body in the implementation of the new national plan of action and to harmonize approaches and interventions. Here, assistance was provided, jointly with the WB, for the editing and dissemination of the action plan, which was endorsed by the prime-minister. 18 cases were followed upon by the shelter addressing violence and abuse against children and women, and awareness/education campaigns were conducted. 	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target. Some effort was made and relevant activities implemented.</p>





	<p>teachers to be agents of change within their families and neighborhoods to end FGM.</p> <p>Indicator 3.19 <i>Contraceptive prevalence rate</i> BASELINE: 14% 2020 Target: 25%</p>	<ul style="list-style-type: none"> The one-week campaigns attracted 30 times new additional users than routine FP service do. 123 health providers from the 11 health regions of the country were trained on logistics management information system (LMIS) of reproductive health products to improve their skills to manage stocks of contraceptive and ensure availability of RH products at all levels of the health system pyramid nationwide. The 2019 RHCS survey showed that 41% of health facilities had stock out of modern contraceptives. 	<p>NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO CONTRACEPTIVE USE PREVALENCE RATES</p>	<ul style="list-style-type: none"> Only modest progress has been seen in modern contraceptive use. 3748 new users of modern contraceptives (MINSAP report, 2017) 49% of health facilities with stock out of modern contraceptives (UNFPA 2016 RHCS survey) 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data. Some effort was made and relevant activities were implemented.</p>
	<p>Indicator 3.20 No indicator 3.20 included in the UNPAF. We do not know why it skips to 3.23</p>	•	•		
	<p>Indicator 3.21 No indicator 3.21 included in the UNPAF. We do not know why it skips to 3.23</p>	•	•		
	<p>Indicator 3.22 No indicator 3.22 included in the UNPAF. We do not know why it skips to 3.23</p>	•	•		
	<p>Indicator 3.23 <i>Proportion of demand for contraception not met</i> BASELINE: 22% 2020 Target: 11%</p>	<ul style="list-style-type: none"> All the 114 health facilities received contraceptives and family planning campaigns were organized in all the 11 health regions. All the 35 health facilities targeted to integrate SRH for adolescent and young people received adequate FP HIV medical supplies. 	<ul style="list-style-type: none"> All 11 health regions organized one week FP campaign, and about 3,507 new users were reported. 	<ul style="list-style-type: none"> 3748 new modern contraceptive users (MINSAP report, 2017) 49% health facilities stock modern contraceptives (UNFPA 2016 RHCS survey) 	<p>The assessment of this outcome indicator was not possible due to the lack of both baseline and target. Some effort was made and relevant activities implemented.</p>
	<p>Indicator 3.24 <i>Percentage of live births occurring in the presence of qualified medical personnel</i> BASELINE: 43% 2020 TARGET: 56%</p>	<ul style="list-style-type: none"> 20 midwives graduated as faculty members to teach midwifery courses at the national school of health The AGUIPEO midwives association obtained her official affiliation with ICM on 20 May 2019, with technical support from UNFPA. 	<p>NOTHING RELEVANT TO THIS INDICATOR REPORTED IN 2018</p>	<ul style="list-style-type: none"> Only modest progress has been seen in rates of skilled birth attendance. 	<p>The assessment of this outcome indicator was not possible due to the lack of reliable data. Some effort was made and residual activities were implemented.</p>

#4 Public institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	2019 DATA COLLECTION TABLES NOT AVAILABLE AT TIME OF THIS ANALYSIS.	<ul style="list-style-type: none"> 3.7% of the population is using techniques and methods adapted to climate change (includes ecosystem-based adaptation, biodiversity conservation), a target high than the initial planned target of 2.5%. Regarding development of communities' resilience to climate change and capacity to practice biodiversity preservation and sustainable environmental management techniques, 4,955 producers (77.3% females and 22.7% males) have accessed this year to grants and training, contributing for the strengthening of their resilience, livelihoods and food security enhancements. Among these producers, 116 producers 2018 (85.2% women) were reported by the promoting communities been increased their revenues ranging from 8,833 FCFA to 354.479 FCFA In addition, UN(DP) has successfully support the government to develop two detailed project documents for GEF funding on climate change adaptation in coastal zones and renewable energy access for forest-dependents communities in total amount of 15,000,000 USD and get approved a 6,000,000 USD on early warning systems development support project also from GEF Secretariat 	<ul style="list-style-type: none"> Communities resilience and ability to manage climate risks have strengthened as result of the adoption of climate change adaptive techniques on agriculture, livestock, water management, access to water both for animal and human consumption, and the operation of two (2) meteorological stations and villages based pluviometers providing timely agro-meteorological information to the farmers and other end-users. The number of villages adhering to the techniques promoted under climate change pilot activities has increased from 14 villages to 56 in Gabu region. Others intervention aiming to support climate change adaptation and farmer's resilience promotion are implemented in regions in southern and central Guinea-Bissau, with support of SGP-GEF, WB, EU, BOAD and WAEMU. A sensitization manual on environmental issues was finalized. At community level, 5,614 producers were trained on climate risks management, from which 564 (30.1%) on adaptive techniques. Two 2 mini-dams built have produced 11,300,000 liters of water for livestock and crops irrigation. 468 cattle breeders produced and stored 80.875 tons of fodder enough to feed 1,320 cows in dry season. 60 percent of the 14 cereal banks built stored 29.105 tons of food (74.3 percent rice, 12 percent peanuts, 9.8 percent sorghum). 	According the UNPAF 2018 Progress Report, this target was exceeded: 3.7% of the population is using techniques and methods adapted to climate change (includes ecosystem-based adaptation, biodiversity conservation).
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%	2019 DATA COLLECTION TABLES NOT AVAILABLE AT TIME OF THIS ANALYSIS.	<ul style="list-style-type: none"> The process of formulating the Environmental Policy and Sustainable Development and the National Adaptation Plan and the elaboration of several environmental regulations and guides were initiated. So far, 26.3% percent of the national territory is covered by biodiversity protected areas, surpassing the target set for 2020 by 0.3%. 	<ul style="list-style-type: none"> By 2016, five (05) new biodiversity protected areas have been established with the support of the United Nations, in addition to the existing 15, all in wetlands. Policy documents and capacity-building programmes initiated by the Government were also supported by the United Nations System Agencies. The process of formulating the Environmental Policy and Sustainable Development and the National Adaptation Plan and the elaboration of several environmental regulations and guides were initiated. 	According the UNPAF 2018 Progress Report, this target was exceeded: 26.3% percent of the national territory is covered by biodiversity protected areas.
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%	2019 DATA COLLECTION TABLES NOT AVAILABLE AT TIME OF THIS ANALYSIS.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO DAMAGES OR DEATHS AS A CONSEQUENCE OF ACCIDENTS OR NATURAL DISASTERS.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO DAMAGES OR DEATHS AS A CONSEQUENCE OF ACCIDENTS OR NATURAL DISASTERS.	The assessment of this outcome indicator was not possible due to the lack of reliable data.
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0	2019 DATA COLLECTION TABLES NOT AVAILABLE AT TIME OF THIS ANALYSIS.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO NOMINATIONS OF NATURAL HERITAGE SITES.	NOTHING REPORTED BY THIS OUTCOME GROUP THAT COULD BE REALATED TO NOMINATIONS OF NATURAL HERITAGE SITES.	The assessment of this outcome indicator was not possible due to the lack of reliable data.

	2020 Target: 2				
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ANNEX 3 – DEFINITIONS ON THE DIFFERENCE BETWEEN WHAT IS AN OUTCOME AND WHAT IS AN OUTPUT

Table 1. Definitions of the different elements of the logical hierarchy for GEF projects

Level	Definition	Examples	Timeframe	
			Project life	Short-term post project
				Long-term
Activities	The practical, timebound actions that the project carries out to deliver the desired project outputs	Construction, communication, training, workshops, research activities, technical advice		
Outputs	The goods and services that the project must deliver in order to achieve the project outcomes. Outputs are within the direct control of the project to deliver.	Physical structures, trained individuals, formation of institutions, establishment of service delivery mechanisms, policy instruments and plans, implementation of pilot and demonstration projects		
Outcomes	The short to medium term behavioural or systemic effects that the project makes a contribution towards, and that are designed to help achieve the project's impacts. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.	Behavioural changes: Adoption of new practices, changed attitudes on issues Systemic changes: Improved institutional competency, implementation of new or revised policies, effective decentralising of decision making processes		
Impacts	A fundamental and durable change in the condition of people and their environment brought about by the project. The intended project impacts provide the overall justification for a project. A project will only expect to contribute to the achievement of impact, and often the impact will only be realised many years after project completion.	Improved household income, increased environmental resilience. For GEF: lasting improvements in, and reduced threats to, the status of ecosystems, habitats, species and other life-support systems; maintenance and increase in GEBs		

ANNEX 4 – RATINGS TABLE – Key:

GREEN	= Indicators show achievement successful at the end of the Project.
YELLOW	= Indicator shows partial achievement at the end of the Project.
RED	= Indicators not achieved at the end of Project.
ORANGE	= situation either unclear or indicator inadequate to make a firm assessment against.

<u>OUTCOME</u>	<u>INDICATORS</u>	<u>RATINGS</u>	<u>EVALUATOR'S COMMENTS</u>
OUTCOME 1 "State institutions including defence, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;"	Indicator 1.1 Proportion of women in Parliament and in government, including defence and security BASELINE: 31% (Ministries), 14% (PNA) 2020 Target: 40% (Ministries), 20% (PNA)	The Parity Law is an important input towards the achievement of this Indicator,	We welcome the support that the UN gave to ensure a quota be set for <u>women candidates</u> for parliament. However, we cannot make a direct link between the outputs and or activities reported in columns C and D with Indicator 1.1. of the UNPAF, as the number of women parliamentarians is ultimately determined by the voting process. All of this is outside the scope of what the UN, operating as UNCT, can achieve. In fact, the number of ELECTED female parliamentarians remained at 14. <u>Therefore, any progress in this Indicator can only be marginally linked to the UNDAF, but we can attribute a modest contribution to this outcome.</u>
	Indicator 1.2 Level of participation in elections (desegregated sex, geographic location) BASELINE: 86% 2020 Target: 95%	Voter participation did not increase during the period.	According to sources on the internet the voter participation rate in the November 2019 elections was 74.37% for the first round and 72.87% for the second round. <u>Both figures are below the BASELINE of 86% established in the UNPAF.</u>
	Indicator 1.3 Percentage of ratified treaties and conventions implemented and monitored BASELINE: 60% (UNIOGBIS, Human Rights section) 2020 Target: 95%	Inadequate Indicator. No clarity on which treaties were expected to be ratified nor is a % a good metric for this indicator.	According to the UN data base, Guinea-Bissau signatory to 172 Conventions, Treaties and Protocols. Of these, at least 37 are Governance related. However, the Evaluators found no information in the Data Collection Tables or UNPAF Progress Reports that could lead to conclude that activities were undertaken or outputs produced beyond those that relate to Human Rights. <u>Therefore, we are not able to ascertain progress in percentage terms regarding this indicator.</u>
	Indicator 1.4 Number of people with access to justice	Some progress made but lack of statistics is a	Here, clearly progress has been made, However, an accurate assessment of progress towards this outcome indicator was

	(disaggregated by sex, social status, geographic location) BASELINE: Male: 4.451 Female: 1.256 2020 Target: Male: 7500 Female: 2500	limiting factor to determine level of progress.	not possible due to the lack of reported statistics regarding access to justice created over the whole 2016-2020 period.
OUTCOME 2 Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy	<u>Indicator 2.1</u> GDP Growth Rate BASELINE: (2014): 2.5% 2020 Target: 5%	Inadequate Indicator to monitor progress against Outcome. Cannot be reasonably linked to UNCT project outputs.	GDP evolution: 2015 - 5,8 2016 - 4,9 2017 - 4,8 2018 - 5,0 2019 – One wasn't able to establish direct link between the GDP evolution within the evaluation period and the achievements reported.
	<u>Indicator 2.2</u> Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD	Inadequate indicator for this Outcome.	• The assessment of this outcome indicator was not possible due to the lack of both baseline and target.
	<u>Indicator 2.3</u> Unemployment rate BASELINE: 18% 2020 Target 15% (35% fem.)	Cannot be measured due to lack of data reported.	The assessment of this outcome indicator was not possible due to the lack of reliable data.
	<u>Indicator 2.4</u> Average income level BASELINE: Not available 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.
	<u>Indicator 2.5</u> Community Asset Score BASELINE: Not available 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.
	<u>Indicator 2.6</u> Growth rate in agro-sylvo-pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.
	<u>No Indicator 2.7 included</u>	No Indicator	???

	Indicator 2.8 Marketing rate of agro-sylvo-pastoral fishing and food production. BASELINE: Not available 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target indicators.
	Indicator 2.9 Proportion of women with access to credit and employment Baseline: N.A. 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.
	Indicator 2.10 Share of manufacturing/industrial sector in employment and the GDP Baseline: N.A. 2020 Target: TBD	No baseline or target. Progress cannot be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target.

OUTCOME 3 “All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation, hygiene, education and quality protection services”	Indicator 3.1 Adult literacy rate BASELINE: 50.5% Target 80%	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).
	Indicator 3.2 Pre-primary GER [Gross School Enrolment Rate] BASELINE: 14% (MICS 5) 2020 Target: 70%	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities in 2018-2019, these alone are insufficient to fully reach the target.
	Indicator 3.3 Net Enrolment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) 2020 Target: 90%	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.
	Indicator 3.4 Vaccination coverage	No progress could be measured. Latest	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).

<p>OUTCOME 3 (cont.) “All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV/AIDS, water, sanitation, hygiene, education and quality protection services”</p>	<p><u>BASELINE: 64% (MICS 5)</u> <u>2020 Target: More than 85%</u></p>	MICS not made available	Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.
	<p><u>Indicator 3.5</u> <u>Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs)</u> <u>BASELINE: 81% (MICS 5)</u> <u>2020 Target: More than 95%</u></p>	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).
	<p><u>Indicator 3.6</u> <u>Proportion of children under 5 years of age with pneumonia treated with antibiotics</u> <u>BASELINE: 96.8% (MICS 5)</u> <u>2020 Target: 100%</u></p>	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). The figure reported on 2018 is below the BASELINE of 96.8% established in the UNPAF.
	<p><u>Indicator 3.7</u> <u>Proportion of children under 5 years old suffering from chronic malnutrition</u> <u>BASELINE: 27.5% (MICS 5)</u> <u>2020 Target: 20%</u></p>	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.
	<p><u>Indicator 3.8</u> <u>Indicator 3.8</u> <u>Proportion of children at least 5 years old suffering from acute malnutrition</u> <u>BASELINE: 16.8% (MICS 5)</u> <u>2020 Target: 10%</u></p>	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the implemented activities, their sum remains insufficient to fully reach the target.
	<p><u>Indicator 3.9</u> <u>Proportion of pregnant women with access to ARV [antiretroviral drugs] (PMTCT) Prevention of mother to child transmission]</u> <u>BASELINE: 28% (SNLS 2013)</u> <u>2020</u></p>	No progress could be measured. No Target. Baseline was not 2016.	The assessment of this outcome indicator was not possible due to the lack of target and the fact that the baseline was established with data from 2013.
	<p><u>Indicator 3.10</u></p>	Not possible to measure progress.	The assessment of this outcome indicator was not possible due to the fact that the baseline was established with data from

	Proportion of children with access to ARVs BASELINE: 8% (SNLS 2013) 2020 Target: 30%		2013 and confusion exists between the UNPAF target 30% and the Country Programme target, which is 50%.
	<u>Indicator 3.11</u> <u>Proportion of young people (15-24) with knowledge of HIV prevention</u> BASELINE: 22.5% (MICS 5) 2020 Target: Plus de 50%	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS).
	<u>Indicator 3.12</u> <u>Rate of defecation in open air</u> BASELINE: 17.7% 2020 Target: 10%	Progress could not be measured due to lack of data and pre-agreed means of verification.	The assessment of this outcome indicator was not possible due to the lack of reliable data and means of verification. Some effort was made and according to the UNPAF 2018 progress report , if the rate of progress of ODF villages is maintained, , rural areas of Guinea-Bissau will be ODF by 2030.
	<u>Indicator 3.13</u> Proportion of people with access to potable water BASELINE: 74.8%% (MICS 5) 2020 Target: TBD	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of target and reliable data (latest MICS). Some effort was made and relevant activities implemented.
	<u>Indicator 3.14</u> Proportion of children with birth certificates BASELINE: 24% (MICS 5) 2020 Target: 50%	No progress could be measured. Latest MICS not made available	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Some effort was made and relevant activities implemented.
	<u>Indicator 3.15</u> <u>Drop-out rate</u> BASELINE: 13.9 % 2020 Target: 13 %	No progress could be measured. Target makes no sense. Lower than the baseline.	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest MICS). Despite the relevance of the school meals provision, it remains insufficient to fully reach the target.
	<u>Indicator 3.16</u> <u>Nutritional recovery rate</u> BASELINE: 76.6% 2020 Target: 78%	Lack of reliable data. No progress could be measured.	The assessment of this outcome indicator was not possible due to the lack of reliable data (latest SiSSAN and SMART).
	<u>Indicator 3.17</u> <u>Boy/girl ratio at primary level</u> BASELINE: 0.90 2020 Target: 1.0	No progress could be measured. Lack of reliable data.	The assessment of this outcome indicator was not possible due to the lack of reliable data. Some activities were implemented.

	<u>Indicator 3.18</u> <u>Proportion of women who are victims of GBV with access to services</u> <u>BASELINE: Not available</u> <u>2020 Target: TBD</u>	No Baseline or Target. No progress can be measured.	The assessment of this outcome indicator was not possible due to the lack of both baseline and target. Some effort was made and relevant activities implemented.
	<u>Indicator 3.19</u> <u>Contraceptive prevalence rate</u> <u>BASELINE: 14%</u> <u>2020 Target: 25%</u>	No reliable data	The assessment of this outcome indicator was not possible due to the lack of reliable data. Some effort was made and relevant activities were implemented.
	<u>Indicator 3.20</u> <u>No indicator 3.20 included in the UNPAF. We do not know why it skips to 3.23</u>	NO INDICATOR INFO INCLUDED	
	<u>Indicator 3.21</u> <u>No indicator 3.21 included in the UNPAF. We do not know why it skips to 3.23</u>	NO INDICATOR INFO INCLUDED	
	<u>Indicator 3.22</u> <u>No indicator 3.22 included in the UNPAF. We do not know why it skips to 3.23</u>	NO INDICATOR INFO INCLUDED	
	<u>Indicator 3.23</u> <u>Proportion of demand for contraception not met</u> <u>BASELINE: 22%</u> <u>2020 Target: 11%</u>	No reliable information.	The assessment of this outcome indicator was not possible due to the lack of reliable information. Some relevant activities implemented.
	<u>Indicator 3.24</u> <u>Percentage of live births occurring in the presence of qualified medical personnel</u> <u>BASELINE: 43%</u> <u>2020 TARGET: 56%</u>	No reliable information.	The assessment of this outcome indicator was not possible due to the lack of reliable data. Some effort was made and residual activities were implemented.

OUTCOME 4 <i>Public institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable development of the environment and natural resources, risk management, and disaster prevention.</i>	Indicator 4.1 <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i> BASELINE: 1.72% 2020 Target: 2.5%	Target reached.	According the UNPAF 2018 Progress Report, this target was exceeded: 3.7% of the population is using techniques and methods adapted to climate change (includes ecosystem-based adaptation, biodiversity conservation).
	Indicator 4.2 <i>Proportion of territory covered by protected areas</i> BASELINE: 15% 2020 Target: 26%	Target reached	According the UNPAF 2018 Progress Report, this target was exceeded: 26.3%) percent of the national territory is covered by biodiversity protected areas.
	Indicator 4.3 <i>Proportion of deaths / damage caused by accidents and natural disasters</i> BASELINE: 15% 2020 Target: 26%	No reliable information.	The assessment of this outcome indicator was not possible due to the lack of reliable data.
	Indicator 4.4 <i>Level of nomination of natural heritage sites to the World Heritage Sites list</i> BASELINE: 0 2020 Target: 2	No reliable information.	The assessment of this outcome indicator was not possible due to the lack of reliable data.

ANNEX 5 - LIST OF PERSONS INTERVIEWED DURING THE EVALUATION MISSION

UNPAF 2016-2020

	<i>I.UN AGENCES DES NATIONS UNIES</i>	
	INTERVIEWS	PERSON/INSTITUTIONS
	UN RESIDENT COORDINATOR	UN RC
	UN SENIOR COORDINATION OFFICER	UNRC - Office
	UN SENIOR OPERATIONS MANAGER	UNRC - Office
	CONSULTANT FOR THE PREPARATION OF THE CCA	UNRC - Office
	UN COUNTRY TEAM	
	HEAD OF UNHCR AND STAFF Meeting with UNHCR head was postponed as he was on mission.	UNHCR
	REPRESENTATIVE	FAO
	REPRESENTATIVE	WHO
	DEPUTY REPRESENTATIVE	WHO
	REPRESENTATIVE	UNFPA
	REPRESENTATIVE	PAM
	REPRESENTATIVE	UNDP
	DEPUTY REPRESENTATIVE	UNDP
	HEAD OF MISSION In spite of repeated requests, meeting with the whole Evaluation Team did not take place.	UN WOMEN
	REPRESENTATIVE	OIM
	REPRESENTATIVE	UNICEF
	M & E OFFICER	UNICEF
	COUNTRY OFFICER	UN HABITAT
	COUNTRY COORDINATOR	PBF

	COUNTRY COORDINATOR	UNODC
	II. WORKING GROUPS	
	GROUP 1- JUSTICE AND GOVERNANCE <i>OBS : NO GOVERNMENT REPRESENTATIVES</i>	GROUP MEMBERS
	GROUP 2- ECONOMIC GROWTH AND POVERTY ALLEVIATION	GROUP MEMBERS
	GROUP – SUSTAINABLE DEVELOPMENT	GROUP MEMBERS
	GROUP 4 – BIODIVERSITY, CLIMATE CHANGE AND RISK MANAGEMENT	GROUP MEMBERS
	GENDER GROUP In spite of repeated requests, meeting with the whole Evaluation Team did not take place.	GROUP MEMBERS
	MONITORING AND EVALUATION GROUP	GROUP MEMBERS
	HUMAN RIGHTS WORKING GROUP <i>OBS : Did not take place</i>	GROUP MEMBERS
	III. PUBLIC ENTITIES AND MINISTRIES	
	MEETINGS	INSTITUTIONS
	-DIRECTOR GENERAL OF PUBLIC SECTOR REFORM <i>OBS : Despite requests, no interview was secured</i>	MIN.DE LA FONCTION PUBLIQUE
	DIRECTOR GENERAL AND CHIEF OF CABINET TO THE MINISTER	MIN.AGRICULTURE
	DIRECTOR GENERAL OF THE ENVIRONMENT AND ---(CAIA-ESTUDOS DE IMPACTO AMBIENTAL)	MIN. OF ENVIRONMENT
	DIRECTOR GENERAL OF EXTERNAL COOPERATION	MIN. OF FOREIGN AFFAIRS
	STAFF OF MINISTRY OF FOREIGN AFFAIRS AND UNPAF SUPPORT GROUP	AT MIN. OF FOREIGN AFFAIRS

	DIRECTOR GENERAL, ADMINISTRATION OF JUSTICE	MIN. OF JUSTICE
	DIRECTOR GENERAL FOR DECENTRALIZATION	MIN. OF TERRITORIAL ADMINISTRATION
	MINISTERE DE L'EDUCATION NATIONAL OBS : Went twice to appointments at ministry but meetings did not take place. Cancelled at last minute due to pressing engagements of the Minister who had indicated wanted to meet the Team personally.	MIN. OF EDUCATION
	DIRECTOR, MATERNAL CHILD CARE AND PERSON CHARGED WITH INSTITUTIONAL COORDINATION	MIN. OF PUBLIC HEALTH
	DIRECTOR GENERAL OF PLANNING AND REGIONAL INTEGRATION	NATIONAL PLANNING SECRETARIATE, MINISTRY OF ECONOMY
	FIELD VISITS BY THE FINAL EVALUATION UNPAF 2016-2020	
REGIONS AND SECTORS	INSTITUTIONS AND ENTITIES PRESENT	
REGION GABÚ	ENCOUNTERS WITH THE MAIN GOVERNMENTAL DEVELOPMENT ACTORS *Secretário da Administração do Governo de Gabu, *Delegado Regional da Educação, *Delegado Regional da Saúde Pública, *Delegado Regional da Justiça e Juiz do Tribunais Local, *Delegado Regional da Administração Territorial, *Delegado Regional da Agricultura e Desenvolvimento Rural, *Representante da Protecção Civil *Representante da Câmara do Comercio, Industria Agricultura e Serviço (CCIAS *Representante do Conselho Nacional da Juventude (CNJ), *Representante da Confederação das Associações das mulheres em Actividades Económicas e Geradoras de Rendimentos (AMAE),	

	ENCOUNTER WITH CSOs AND NGOs ASSOCIATED WITH THE EXECUTION OF UN SPONSORED PROJECTS IN GABU – Multiple persons	
REGION BAFATA	ENCOUNTERS WITH THE MAIN GOVERNMENTAL DEVELOPMENT ACTORS *Secretary for Administration in the Government of Gabu, *Regional Delegate for Education, *Regional Delegate for Public Health, *Regional Delegate of Justice and Local Court Judge, *Regional delegate for Territorial Administration, *Regional Delegate for Agriculture and Rural Development, *Civil Protection Representative *Representative of the Chamber of Commerce, Industry, Agriculture and Service (CCIAS) *Representative of the National Youth Council (CNJ), *Representative of the Confederation of Women's Associations in Economic Staff of Activities and Income Generation Association (AMAE),	
CONTUBEL SECTOR	VISIT TO A SEED PRODUCTION PROJECT. MEETING WITH LOCAL COMMUNITY STAKEHOLDERS	
CACHEU CACHEU/CANCHUNGO	--MEETING WITH THE GOVERNOR OF THE CACHEU REGION AND THE REGIONAL DELEGATE OF THE PLAN, --AN ENCOUNTER WITH LOCAL CANCHUNGO MANAGEMENT: * CANCHUNGO admin, *Regional Delegate for Public Health, *Regional Delegate for Education, *Regional Delegate for Fisheries, *Regional Delegate of Commerce, MEETING WITH THE LOCAL GOVERNMENT, *FARIN Administrator as Representative of the Governor of the OIO Region, *Regional State Information Delegate (SIE),	

	<ul style="list-style-type: none"> *Local Police and Public Order Representative, * Representative of the Fire and Civil Protection of the OIO Region, *Regional Delegate for Education, *Regional Delegate for Public Health, *Regional Delegate of Justice, *Regional Delegate for Environment and Natural Resources, *Regional delegate for Territorial Administration, *Regional Delegate for Agriculture and Rural Development and Plant Protection, *Civil Protection Representative, *Representative of the Chamber of Commerce, Industry, Agriculture and Service (CCIAS) *Representative of the NGO NADEL/IOM Partner on Migration, *Representative of the Confederation of Women's Associations in Economic Activities and Income Generation (AMAE), *Civil Society Representative of the OIO Region *Representative of the Association of Women in the Defence and Security Force 	
OIO REGION	MEETING WITH SELECTED GOVERNMENT OFFICIALS	
	ORGANISATION DE LA SOCIETE CIVIL AU NIVEAU CENTRAL/BISSAU OBS : Não chegou-se a realizar devido ao Escassez do Tempo da equipa de avaliação.....	
	DEVELOPMENT PARTNERS	
	PERSONS	INSTITUTIONS
	REPRESENTATIVE	IMF
	EU REPRESENTATIVE Obs : Did not take place due to lack of time	UE
	COUNTRY ECONOMIST	AFDB
	REPRESENTATIVE	WORD BANK

ANNEX 6- LIST OF DOCUMENTS CONSULTED FOR THE FINAL EVALUATION OF THE UNPAF 2016-2020

- PRODOC UNPAF 2016-2020
- Rapport MTR UNPAF 2018
- UNPAF joint workplan 2016-2017
- Annual Progress Report for 2016-2017
- Data Collection Table 2016-2017 for outcome 1
- Data Collection Table 2016-2017 for outcome 2
- Data Collection Table 2016-2017 for outcome 3
- Data Collection Table 2016-2017 for outcome 4
- UNPAF joint workplan 2018
- UNPAF joint workplan 2018
- Data Collection Table 2018 for outcome 1
- Data Collection Table 2018 for outcome 2
- Data Collection Table 2018 for outcome 3
- Data Collection Table 2018 for outcome 4
- Agenda for the meetings with outcomes and thematic Groupes
- UNPAF 2019 draft Data Collection Tables Outcome 1
- UNPAF 2019 draft Data Collection Tables Outcome 2
- Annual Review Summary report template-For the Thematic Outcome/Results Groups Lead,
- Guinée-Bissau 2025 : Plano Estratégico e Operacional 2015-2020 “Terra Ranka”
- UN Women Strategic Note 2018-2018, AWP Cover Note, UN WOMEN Guinea-Bissau Country Office
- Gender Audit Report UN Guinea-Bissau
- GTG Plan de Travail Guinée Bissau
- UN-Habitat’s COUNTRY PROGRAMME DOCUMENT GUINEA-BISSAU2018-2022
- UNDP Country programme document for Guinea-Bissau (2016-2020)
- CPD UNFPA GUINÉE BISSAU 2016-2020
- UNFPA Strategic Plan 2018-2021
- Rapport MTR Novembre 2019 CPD UNFPA 2016-2020
- The UNICEF Country Programme (2016-2020), a strategy note, 2016
- Gender Audit Report UN Guinea-Bissau 2016
- Rapport MTR 2018 Country Programme UNICEF(2016-2020)
- GTG(Groupe Technique Genre) Plan de Travail Guinée Bissau 2017 version 2nd Feb 2017
- UNCG Guinée Bissau 2017-2018
- UNCG WORK PLAN 2017-2018
- UNIOGBIS Drawdown plan – O&PA to shed-off
- Ministério da Saúde Publica/ PNDS III Guinée Bissau 2018-2022
- MICS 2014 Guiné Bissau
- Monographie Économique de la Guinée-Bissau-Banque de France 2019
- Rapports des réunions de coordination du projet PBF
- DENARP II
- Annuaire Statistique pour l’Afrique 2019
- Banque mondial ([Data.worldbank.org/country/Guinée Bissau](http://Data.worldbank.org/country/Guinée%20Bissau))

ANNEX 7 – TERMS OF REFERENCE OF THE EVALUATION MISSION

Final Evaluation of the Partnership Framework between Guinea-Bissau and the United Nations (UNPAF 2016-2020)

Term of Reference

A. Context

The United Nations Partnership Framework between Guinea-Bissau and the United Nations System (UNPAF) for the period 2016-2020 is the result of participatory work carried out under the leadership of the Government in close collaboration with the UN Country Team, UNIOGBIS, the Civil Society Organizations and the Private Sector. It was based on the results of a complementary analysis of Guinea-Bissau's development situation and key priorities in lines with the Strategic and Operational Plan 2015-2020, “Terra Ranka”.

UNPAF has defined four (4) key results of the partnership and the strategic interventions that the United Nations will implement to make a meaningful contribution to the achievement of national priorities:

- I. State institutions including defense, security and justice consolidate stability and the rule of law, democratic participation and equitable access to opportunities for all;
- II. Economic growth is inclusive and sustainable to promote poverty reduction, decent employment, food security, structural transformation of the economy;
- III. All citizens, especially the most marginalized and vulnerable, have equitable and sustainable access and use health, nutrition, HIV / AIDS, water, sanitation and hygiene, education and quality protection services;
- IV. Public institutions, civil society organizations, the private sector promote sustainable management of the environment and natural resources, risk management and disaster prevention.

To strengthen integration and ensure coherence and optimization of resource use, it is agreed in the UNPAF document that coordination and management arrangements will be guided by the principles of the Declaration of Paris on Aid Effectiveness, the United Nations Program Principles and the "Delivering as One" approach, in particular the principles of "One Program", "a Joint Arrangement of Operations, particularly a Budget Framework", "One voice" and "One leader". In accordance with the principles of this approach, a Joint Work Plan was developed for each expected result. Thus, four (4) Joint Work Plans were developed to serve as a framework for the implementation of the Program.

UNPAF monitoring and evaluation mechanisms include the organization of an annual review at the end of each year, a mid-term review during the third or fourth quarter of the third year, and a mandatory final evaluation by the end of the fourth year.

The Mid-Term Review was completed in September 2018. Recommendations were formulated and a plan for implementing these recommendations was developed and validated by the UNCT. It is within this framework that the term of the reference of the Final Evaluation are elaborated.

B. Purpose

The final evaluation of UNPAF aims to assess the relevance, effectiveness, efficiency, equity, sustainability and ownership of the results of the implementation of the partnership framework, particularly its contribution to the achievement of national priorities. It also aims to assess the effective application of the programmatic principles that guided the implementation of the partnership framework, the relevance and effectiveness of the management arrangements put in place.

The UNPAF evaluation will examine whether the United Nations Country Team (UNCT) prioritizes aid and contributes to the development of the country. It will also assess the leadership of the UN Resident Coordinator in addressing the political issues facing the UN Country Team, as well as its support for collective programming and resource mobilization objectives.

The final evaluation of UNPAF will be the main accountability tool for measuring the collective contribution of the United Nations development system at the country level. It will focus on issues at the strategic level and the overall contribution of the United Nations system at the outcome level, as well as the contribution to the National Sustainable Development Goals (SDGs).

The results and recommendations of the final evaluation of UNPAF will be considered in the development of the new UNSDCF for 2021-2025.

C. Scope of the UNPAF Final Evaluation

The evaluation will cover all programme and key activity-based contributions to UNPAF outcomes by the resident and non-resident UNCT and UNIOGBIS. Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.

D. Specific Objectives

Based on the results of the Mid-Term Review, lessons learned from implementation over the first three years of the program, the exercise will focus on:

- Assess the level of implementation of the recommendations made in the Mid-Term Review Report;

- Assess the contribution of the UN Country Team in UNPAF to national development results using evidence-based evaluation criteria (accountability); also identify synergies, gaps, overlaps and missed opportunities;
- Identify the factors that influenced the contribution of the UNCT, answering the question of why performance is the same and explaining the enabling factors and bottlenecks (learning);
- Assess the level of consideration of cross-cutting issues in UNPAF implementation: gender, human rights, environment, capacity development, results-based management;
- Assess the extent to which the results achieved, and the strategies used by the UNS are sustainable;
- Analyze UNPAF's internal coordination and implementation mechanisms in relation to national mechanisms (relevance, strengths and weaknesses):
 - Steering Committee;
 - United Nations Coordination Team;
 - Result/Outcome Groups;
 - UNPAF Working Thematic Groups;
- Appreciate the degree of involvement of partners (Government, Civil Society, NGOs, Private Sector, Development Partners, local communities) in the implementation of UNPAF;
- Make concrete recommendations to enhance the contribution of the UNCT, including their integration into the new UNSCF 2021-2025. These recommendations should be logically related to the conclusions and draw on lessons learned from the evaluation.

E. Expected Results

The final evaluation of UNPAF is expected to yield the following results:

- A preliminary/inception report on the understanding of the terms of reference, the detailed methodology and schedule of the evaluation is developed and available. Specifically, the preliminary report will include the following elements:
 - Development of evaluation questions into methodological questions;
 - Sources and methods of data collection for each methodological question; and
 - A concrete plan of the evaluation activities and a timetable, possibly with a provisional list of interviews to be organized or travel plans to other places (e.g. regions/project sites).
- An evaluation report is developed and available, with specific answers to the questions addressed in the specific objectives (progress, challenges, lessons learned and recommendations). The evaluation report should be written in a clear and concise manner so that the reader can easily follow his logic. It should not be too

full of factual descriptions, especially those available elsewhere. The report should aim to present conclusions and recommendations in a logical and convincing way. It should contain:

- What has been evaluated and why (purpose and scope);
- How the evaluation was conducted (objectives and methodology);
- What was found and on what evidence (findings and evidence / analysis);
- What was concluded from the results and in response to the main evaluation questions (conclusions);
- What has been recommended (recommendations); and
- What could be usefully learned, if any (lessons learned).

F. Evaluation Questions and Approaches

The final evaluation of UNPAF will be conducted in accordance with the UNDG and UNEG rules and standards for UNDAF evaluation and the new UNSCDF evaluation guidelines. It will be a participatory and inclusive approach involving all stakeholders in the implementation of the Program (Resident and Non-Resident Agencies of the United Nations, UNIOGBIS, Government, Civil Society Organizations, Private Sector, Technical and Financial Partners, and beneficiaries). The Evaluation questions are the core elements of the evaluation which determine the objectives of the evaluation and how it should be conducted. The Evaluation Report must provide answers to the evaluation questions in its conclusions and ensure clarity of connection between the questions and the conclusions. For the UNPAF final evaluation, the evaluation questions should assess the following four dimensions and criteria:

- **Relevance and coherence: Are we doing the right things?**
 - Has the UNCT and UNIOGBIS responded to the most pressing needs of the population and the country in a strategic and collective way identified by the CCA/ or National Development Plan “Terra Ranka” in their design? and implementation?
 - Have the resources been mobilized and used to meet the priorities of the UNCT and UNIOGBIS, proportionately rather than opportunistically - i.e. based on funding availability and the agenda of each agency?
 - Has the UNPAF facilitated the identification of and access to new financing flows at scale for national partners?
 - Has the UNPAF enabled greater UN coherence and discipline and reduced transaction costs for partners?
 - Has the UNPAF enabled the UNCT and UNIOGBIS to deliver quality, integrated, SDG-focused policy support?
 - Has the UNPAF strengthened the position, credibility and reliability of the UN as a partner for government and other actors in their efforts to achieve the SDGs?

- **Results: Have we made a difference?**
 - What has been achieved for each UNPAF's outcome and where were the gaps?
 - What are the changes observed at national level, including changes in relevant statistical indicators, and what is the UN's plausible contribution to these changes?
 - Have the UN RC's leadership and the collective effort of the UNCT and UNIOGBIS helped to overcome political challenges to pursuing the UN agenda?
 - Have the synergies between UNCT agencies, including UNIOGBIS, helped to achieve broader-based results and greater value for money than would have been the case, had the work been done individually?
 - Has the UNPAF contributed to greater clarity and transparency of results achieved and resources used?

- **Transformation: Have we made long-lasting, systemic and society-wide changes?**
 - Has the UNCT's work ensured national and local ownership, so that the changes will last beyond UNCT intervention?
 - Has the UNCT's work brought about systemic changes (i.e., changes in the legal framework, institutions, social and economic structure)?
 - Has the UNCT's work been systemic, scaled up or replicated to ensure its effects are not limited in scope, but nationwide?

- **Normative: Have we left no one behind?**
 - Has the UNCT prioritized the needs of those who need assistance most (particularly the most vulnerable and the marginalized)?
 - Has the UNCT and UNIOGBIS' work properly mainstreamed gender?
 - Has the UNCT and UNIOGBIS' work properly addressed human-rights issues?
 - Has the UNCT and UNIOGBIS' ensured that unintended or negative effects on the population or social groups outside the programme's scope have been properly addressed and/or minimized?

In addition to the four dimensions highlighted above, the following questions should also be used to assess UNPAF:

Management and coordination:

- Are responsibilities properly delineated and implemented in a complementary way?
- Did the UN Resident Coordinator and the collective effort of the country team help to overcome the political obstacles to the continuation of the UN program?

- All the criteria and approaches identified above will be developed by the UNPAF Final Evaluation Team in the form of detailed questions in their Preliminary Report on Evaluation Methodology.

G. Methodology of data collection:

The final evaluation process will be conducted by an **evaluation team** of independent consultants: two international consultants who will be supported by a national consultant. The terms of reference of this team are specified in annexes of this Term of Reference.

In general, building upon the Midterm Review’s report and recommendation, data collection will be done through:

- A documentary review internal or external to the UN System. these include: the UNPAF Mid-Term Review Report, the UNPAF document, the national development plan “Terra Ranka”, the Joint Working Plans 2016-2018 and 2019-2020 Outcomes, projects and Joint projects docs and reports, UNPAF Annual Progress Reports, BOS document, Agency Country Program Documents and any other relevant documents to conduct the exercise;
- Field visits. In this context, the team of Consultants will identify some key partners to collect additional data. The method and tools to be used to collect this data will be developed by the consultants in a global Methodological Note that will be analyzed and adopted by the Evaluation Management Team.

H. Government and Management Arrangement

The UNPAF evaluation Steering Committee will be the body responsible for the proper conduct of UNSDCF evaluation. **The Joint Steering Committee (JSC)** of UNPAF, co-chaired by the RC and a government representative (Minister of Foreign Affairs or Minister of Economy and Finance), will typically assume this role.

The **M&E Specialist within the UN RCO** will be the **Evaluation Manager** given this expertise and experience of the UNPAF evaluation process and methodology. The Evaluation Manager is responsible for managing the entire process: ensuring that the evaluation is properly conducted, managing the validation and quality-control process and making sure that the report fulfils the terms of reference.

The Steering Committee will invite government and civil society counterparts of the UNCT to form/confirm a **Consultative Group** (please note that the former Minister of Foreign Affairs had nominated and put in place a Consultative Group for the MTR – see enclosed letter). The Consultative Group should be sufficiently inclusive to represent various sectoral interests.

The **Evaluation Team** comprises independent external evaluators. It must have an international team leader with extensive evaluation expertise and with two (2) other national

members. There must be at least two members to guard against personal bias and to conduct the in-team validation of findings.

An **Evaluation Advisor** in UNDCO will be designated to safeguard the independence and quality of the evaluation and to intervene in case of dispute.

I. Indicative Timetable for the Evaluation and Deliverables

The proposed for the final evaluation is 14 weeks, including 5 weeks of preparatory work, broken down as following:

Activities	Deliverables	Indicative Timing	Responsible
The preparatory work (by the Evaluation Manager), including preparatory desk work and the consultation process; setting up the governance mechanism ; finalizing the terms of reference; advertising, and selecting and recruiting the Evaluation Team.	Final ToR and Evaluation. Team recruited.	5 Weeks	RC/UNCT , Head of RCO and Evaluation Manager
Theory-of-change (ToC) workshop , a key reference framework for evaluators. The ToC should cascade from the SDGs to UNPAF outcomes to agency outcomes and outputs.	Development of a common understanding of what ought to happen to achieve the goals, what the UN's activities are expected to achieve – a critical exercise to avoiding dispute at a later date.	3 days	Evaluation Team
Inception phase : inception report – briefing the UNCT members, Head of Section of UNIOGBIS and national counterparts, agreeing on the methodology and planning evaluation activities proposed by the Evaluation Team, according to the ToR of Final Evaluation.	Inception report	2 days	Evaluation Team
Data collection and analysis of the primary data, where secondary data are not available, and preparation of the preliminary outline.	Draft outline of report	3 Weeks	Evaluation Team
Writing the report	Draft the evaluation report	1 Week	Evaluation Team

Audit Trail/Relatório Trilha de Auditoria

Author/Autor	Date/Data	Heading under which the comment is made/ localização do comentário no documento	Comment /Comentário	Consultant's response and measures taken/ Resposta dos consultores e medidas tomadas
UNFPA	06/04/2020	EXECUTIVE SUMMARY (Section II)	THE CONSULTANTS DID NOT CONSIDER ALL THE MIDTERM REVISIONS WE DID AND JUST CONTINUED TO EVALUATE THE UNPAF USING THE INITIAL INDICATORS THAT WERE CHANGED DURING THE PROCESS	COMMENT 1 – Correct. The reasons are multiple, therefore this comment is responded to in annexed page
RCO	08/04/2020	EXECUTIVE SUMMARY (Section II)	AS PER UNDAF GUIDELINES ONLY CHANGES TO AGREED COOPERATION FRAMEWORK STRATEGIC PRIORITIES AND OUTCOMES WOULD TRIGGER A NEED TO RE-SIGN A COOPERATION FRAMEWORK WITH GOVERNMENT, BUT NOT OUTPUTS WHICH CAN BE MODIFIED DURING ANNUAL REVIEW IN LIGHT OF THE COUNTRY'S SOCIO-ECONOMIC CONTEXT – THAT IS EXACTLY WHAT HAPPENED IN GUINEA-BISSU AND AS PART OF THE UNPAF MIDTERM REVIEW'S RECOMMENDATIONS	COMMENT 2 - Correct. The reasons are multiple, therefore this comment is responded to in annexed page
			<p>Which purported outputs and output indicators were not directly related to the Outcome indicators?</p> <p>Does output (s) should be related only to the Outcome indicators or mainly to the outcome itself?</p> <p>Certainly the Theory of Change (ToC) is a at heart of the UNPAF's result framework as it is a comprehensive articulation of different pathways (i.e. how change happens) and choices that illustrate how and why the desired change is expected to happen, and the risks and bottlenecks to be addressed; however, there is not one single "correct" approach to developing a ToC..</p> <p>Thus, I believe is important for the assumptions underpinning the proposed causal relationship between different results (i.e. outputs and outcomes) are assessed against the available evidence.</p>	<p>COMMENT 3- The reasons are multiple, therefore this comment is responded to in annexed page</p> <p>COMMENT 4 - Both</p> <p>COMMENT 5 – All project OUTPUTS must be linked to an UNPAF OUTCOME and its corresponding Indicator.</p> <p>COMMENT 6- Explained in annexed page.</p>
UNICEF	14/04/2020	Executive summary	Normally social protection is in the outcome 3	COMMENT 7 – Corrected in Final Report.
			The reason is that the MICS is still to be completed	COMMENT 8 – We understand that they were available in draft but were still to be validated and understand why they could not be shared.

		The Recommendations of the Evaluation Team to the Resident Coordinator and the UNCT are:	I would have introduced a recommendation on the M&E plan (review of indicators, meta data for all the indicators...)	COMMENT 9 - On further thought, do you mean review of progress in attaining indicators? This should already be common practice.
			I would he proposed meetings every 3 months and reports every 6 months	COMMENT 10. Agreed. Now reflected in Final Report
		Country Profile	we can also use the data from the multidimensional poverty realized by UNICEF and UNDP in 2018 and that gave an incidence of 58.6%	COMMENT 11. We were not given this report.
		Scope of the UNPAF Final Evaluation	what about the M&E group?	COMMENT 12 - ?? Comment not clear to the Team
		On the UNPAF's Relevance:	what about the reporting aspect as some agencies are requested to report on their contribution to UNPAF?	COMMENT 13 - Relevance of the UNPAF refers to the relevance of the UNPAF's Outcomes to the SDGs, Terra Ranka and the country's international obligations.
			what about the M&E plan and the M&E group that have a crucial role to play in the implementation of the UNPAF?	COMMENT 14 - Reference is made in several parts of the report to the M&E group.
		SECTION III – LESSONS LEARNT AND RECOMMENDATIONS	nothing is said about the M&E plan	COMMENT 15 - The issues related to M&E plan and framework were raised at points 7 to 9 of Lessons Learnt
			what about the civil society?	COMMENT 16 - The involvement of civil society was minimal. This is pointed out in several places including under lessons learnt within the report. We also signal some training activities as reported in the annual progress reports.
			How about M&E strategy?	COMMENT 17 - See our response to comments 14 and 15 above.
			Meeting monthly seem to me very close. Meeting quarterly or every 2 months seems more realistic	COMMENT 18 - We believe monthly meetings should take place.
			On this I would have been more specific for Ex com agencies having a common chapter on their strategic plan. Use the thematic identified in these common chapter to work on joint programme	COMMENT 19 - The idea is that the UNCT as a whole should pursue common programming/executing opportunities. In the context of the UNDAF, Ex-com agencies are seen within the total UNCT context. Mention will be made in this part of the Final Report mentioning that limited joint programming experiences have happened.
		Indicator 3.12 Rate of defecation in open air BASELINE: 17.7% 2020 Target: 10%	Is this all related to the new MICS not being unavailable? There is indeed quite reliable WASH data available with the systematic monitoring from the ministry of natural resources supported by UNICEF.	COMMENT 20 - The Evaluation Team have reported the efforts such as the one made by UNICEF WASH in partnership with national NGOs benefitting 135,500 people and resulting in 1,170 communities

				declared Open Defecation Free. Yet, no open air defecation rate was found nor the elements allowing to measure it. The Evaluation Team believe that the new MICS could be helpful in this regard.
		Indicator 3.13 Proportion of people with access to potable water BASELINE: 74.8%% (MICS 5) 2020 Target: TBD	Is this all related to the new MICS not being unavailable? There is indeed quite reliable WASH data available with the systematic monitoring from the ministry of natural resources supported by UNICEF.	COMMENT 21 – The Evaluation Team have reported several efforts made by UNICEF WASH and partners. Yet, no target was defined neither were found the elements allowing to measure the percentage of people with access to potable water. The Evaluation Team believe that the new MICS could be helpful in this regard.
UNESCO	15 May	Acronyms	Please include UNESCO – United Nations Educational, Scientific and Cultural Organization	COMMENT 22 - We regret the oversight. Now it is included.
UNESCO	15 May	Executive summary	Matrix of financial tables – when were these tables sent out? Were these matrix tables sent to UNESCO Dakar? Could you please confirm?	COMMENT 23 - Survey sent 2/3/2020 and Tables Sent to all UNCT members in the common e-mail address the Team was given, on Feb. 6 th . 2020
UNESCO	15 May	Methodology	To note that UNESCO does not have recollection of being contacted for an interview with the evaluation team.	COMMENT 24 - Survey sent on 2/3/2020 and no reply was received from UNESCO. In view of this, we decided to identify key UNESCO projects and reviewed this we site: https://opendata.unesco.org/country/GW Most projects listed were regional endeavors. We identified only 4 very small national projects. Little information was available as to their specific activities, but we believed having more information on them would not significantly change our report.
UNESCO	15 May	Findings – point 5	To be also noted that Outcome Groups should also enable online participation from non-resident agencies in meeting. Despite request to virtually participate in a meeting (OG4), efforts were not made in that sense.	COMMENT 26 - We completely agree. We now include wording in that sense.
UNESCO	15 May	For Outcomes 1 and Outcomes 3	UNESCO contributed to both 1 and 3 through the training of youth and women in following and monitoring elections. http://www.unesco.org/new/fr/media-services/single-view/news/youth_leadership_in_the_overall_process_of_preparing_managi/	COMMENT 27 - Yes. We did not pretend to include all the initiatives. We went through the various results reported and chose to put in the Table what seemed to us to be the most relevant ones. While we may have missed some, this would not change the thrust of the report.

			Also, in education (OG3), there was an effort to strengthen the capacities of national directors in the development and strategic use of national large scale assessments (all this information was reported on).	
UNIOGBIS	11/5	General spelling of Guinea-Bissau	CORRECT SPELLING -- GUINEA-BISSAU	COMMENT 28 - Thank you. Now corrected.
UNIOGBIS		Profile, 2nd paragraph	Principal exports NOT principle	COMMENT – 29 Thank you. Typo now corrected.
UNIOGBIS		Section II – Findings	2 --- correct UNPAF 2016 - 2020	COMMENT 30 - Thank you. Typo now corrected.
UNIOGBIS		Page 14, paragraph 4	UN Coordinator not Un Coordinator	COMMENT 31 - Thank you. Typo now corrected.
UNIOGBIS		Page 22 para 4	Correct praise to praised	COMMENT 32 - Thank you. Typo now corrected.
UNIOGBIS		Page 23	Check last two line of paragraph 4 (typo)	COMMENT 33 - Thank you.
UNIOGBIS		Page 26	Check grammar in first paragraph	COMMENT 34 - Thank you.
UNIOGBIS		Page 30, para 5	Spelling of disaggregated	
UNIOGBIS		Annex 2	The achievements reported seem to have left out many activities undertaken. A copy of the UNPAF OG1 Annual review is attached for reference	COMMENT 35 - Yes. We did not pretend to include all the initiatives. We went through the various results reported and chose to put in the Table what seemed to us to be the most relevant ones. While we may have missed some, this would not change the thrust of the report.
UNODC	15/05/2020	p. 4	UNODC acronym missing	COMMENT 36 - We regret the oversight. Now it is included.
UNODC		p. 5	<i>"(...) it should be made clear that what we are evaluating are not the results produced by each project (...)"</i> . --This is well understood, but we noted the absence of references to joint programming dynamics or synergies our Agency had with other sister Agencies such as UNDP and IOM. Cf. examples provided further down.	COMMENT 37 - We do mention there were some selective joint efforts, but they were not systematic, or a result of the UNDAF planning process.
UNODC		p. 6	<i>"(...) the Outcome working groups "seek opportunities of joint programming and joint programs as recommended by UNDG" but the Evaluation Team only managed to identify a few, very limited instances of examples of joint programming or joint execution of activities."</i> --Cf. above comment.	COMMENT 38 - Ibid
UNODC		p. 6	<i>"While individual projects executed by the UN Agencies have made important contributions, the choice of Outcome Indicators was so unrelated and distant from what the UNCT could realistically achieve, that it is not possible to measure or make significant attributions to their contributions to the UNPAF."</i> --Cf. above comments.	COMMENT 39 - Ibid

UNODC		pp. 10-11	Country Profile: Should a brief reference to drug trafficking / transnational organized crime and its reported corrosive influence on Rule of Law institutions, identified as one of the drivers of the country's chronic instability, also be considered?	COMMENT 40 - Yes. We agree. Done.
UNODC		p. 11	Theory of Change: Interesting reference. True that what our ToC was when it comes to Outcome 1 in relation to DT/TOC at the design stage of our UNPAF may not have been entirely clear. It may have been discussed at the time, but indeed, not transpiring in the documents we have had a chance to consult since our arrival onboard. Possible Lesson Learned: More collective thinking needed to reflect upon our ToC under the next UNSDCF cycle, factoring in what may have worked or been without any apparent effect in terms of our assistance thus far, allowing ourselves to consider additional, alternative ways of approaching this complex, sensitive challenge.	COMMENT 41 - Yes, we agree. With your analysis. In the report we point to the need to follow each stage of the preparation of an UNDAF type document, choosing realistic, attainable, outcomes that relate to the SDGs as well as to the UN agency mandates and financial possibilities.
UNODC		p. 16	"Therefore, this UNPAF was not very useful in terms of monitoring progress." -- Point well taken (UNODC also attended the consultants' M&E meeting even if we do not have any M&E staff as such within our Office). In relation to the following 'Outcome 1 > Output 1.2 - <i>Judicial and security institutions are more capable to deliver justice, and to prevent and combat all forms of transnational organized crime, illicit trafficking, corruption and impunity</i> ' Indicators*, however, we believe several initiatives and results, many of them recorded under the last OG1 Annual Review Report, would have been worth mentioning. *Namely: <ul style="list-style-type: none"> – 1.2.1: Number of judicial, security and military officers and members trained – 1.2.2: number of new instruments, strategies, policies and programmes related to CDTOC developed – 1.2.3: number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions – 1.2.4: number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted 	COMMENT 42 - Yes. We did not pretend to include all the initiatives. We went through the various results reported and chose to put in the Table what seemed to us to be the most relevant ones. While we may have missed some, this would not change the thrust of the report.
UNODC		pp. 22-23	"To this effect, UNIOGBIS is in the process of finalization of a comprehensive exit strategy that includes, in addition to the managerial steps required to complete the handover of its functions a resource mobilization strategy and a communications strategy (both still in preparation). These strategies are believed to guarantee the financial and socio-political sustainability over time of the accomplishments of UNIOGBIS." --Is this referring to the UNIOGBIS-UNCT	COMMENT 43 - Well, the UNIOGBIS Transition Plan (which was still being finalized during our mission) was the only evidence of something that resembled an Exit Strategy. We are aware that a lot of the functions of UNIOGBIS will need to be continued with support from other UN entities of external donors, but the fact is some thought was given to

			Transition Plan/process currently underway? If so, not entirely sure it should be regarded as an Exit Strategy per se.	attempting an orderly handover. This is meritorious.
UNODC		p. 25	<p>Outcome 1: Cf. reference made to democratic participation, the validation/publication with FAO and UN WOMEN's help, of a Land Law Enforcement Decree. At output level, it would have been relevant as well, in our view, to mention UNDP-UNODC-IOM-UNIOGBIS efforts to strengthen GNB's national response against Transnational Organized Crime, for instance:</p> <ul style="list-style-type: none"> - the joint UNDP-UNODC commissioning of a study entitled: "DRUG TRAFFICKING AND ORGANIZED CRIME IN GUINEA-BISSAU: Criminal accumulation and elite protection, 2000-2019" ; - joint/complementary support to the development of a National Integrated Strategic Plan against Drug Trafficking and Organized Crime, finalized in November 2019, and officially presented to the public and the diplomatic community a month later (cf. https://www.radiosolmansa.net/index.php/Nacional/guine-bissau-quer-apertar-o-cerco-no-trafico-de-drogas-no-pais.html ; https://twitter.com/UNODC_WCAfrica/status/1204069155349180418) ; - joint IOM-UNODC project entitled "Enhancing Criminal Justice Response to Trafficking in Persons and Strengthening the Protection of Victims in Guinea-Bissau" (cf. https://uniogbis.unmissions.org/en/trafficking-person-project-closing-event), funded by the USA; and various joint sensitization/advocacy initiatives on Human Trafficking prevention and victim care. <p>At Outcome level, Guinea-Bissau's two largest cocaine seizures since independence -- attributable to (i) the professional capacity/persistence of Guinea-Bissau's Judicial Police, (ii) a conducive political context, and (iii) continued mentoring/advisory support by their UN partners -- would also be worthy of consideration under Outcome 1 > Output 1.2. Cf. these examples of media coverage:</p> <p>"Com apoio da polícia internacional: POLÍCIA JUDICIÁRIA INTENSIFICA LUTA CONTRA CARTEL DE DROGA E SEUS CORRIDORES NA GUINÉ-BISSAU", <i>O Democrata</i>, 23 October 2019 - http://www.odemocratagb.com/?p=22199</p> <p>"Tráfico de droga: JULGAMENTO DE "CASO NAVARRA" DECORRE NO TRIBUNAL REGIONAL DE BISSAU SOB FORTES MEDIDAS DE SEGURANÇA", <i>O Democrata</i>, 7 January 2020 - http://www.odemocratagb.com/?p=23293</p>	COMMENT 44 - See our response to your comment on page 16 above.

			<p>Operation Carapau case: https://www.youtube.com/watch?v=OhPoi8e_Beg</p> <p>Operation Navara trial: https://www.macaubusiness.com/guinea-bissau-trial-begins-of-12-detained-in-countrys-largest-cocaine-seizure/</p>	
UNODC		p. 26	<p><i>"Apart from UNIOGBIS, UNFPA, UNICEF and UNDP, other United Nations agencies in Guinea-Bissau do not have qualified expertise in strategic communications". --</i></p> <p>Unsure to understand what is meant here by "strategic" communication, as opposed to "communication" in general. While UNODC does not have any dedicated staff, we do pay attention to communication, but tend to tread carefully in view of the sensitive nature of issues addressed through our mandate/joint efforts with other Agencies. UNODC-specific communication is primarily channelled through our Regional Office in Dakar*, but country-level communication of activities involving cooperation with other Agencies systematically reflect inter-agency partnerships (logos on banners, etc.).</p> <p>* Cf. below:</p> <p>https://www.unodc.org/westandcentralafrica/en/2019-03-15-seizure-guinea-bissau.html</p> <p>https://www.unodc.org/westandcentralafrica/en/2019-09-02-seizure-guinea-bissau.html</p>	<p>COMMENT 46 -</p> <p>By strategic communications we mean the capacity to communicate a concept, a process, or data that satisfies a long term strategic goal of an organization.</p>
		p. 31	<p><i>"The same thing happens with UNPAF Outcome1 "Outcome Indicator 1.2 Level of participation in elections (desegregated sex, geographic location)". Compare it to what is reported as Output 1.2 "Parliament, political leaders and relevant stakeholder's capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process" and its Output Indicators: "1.2.1 Number of judicial, security and military officers and members trained", "1.2.2 Number of new instruments, strategies, policies and programmes related to CDTOC developed", "1.2.3 Number of meetings and forums related to national dialogue strategy between agencies working in justice and security institutions" and "1.2.4 Number of criminal investigations related to all forms of trafficking and transnational organized crime, corruption and money laundering conducted. While UNPAF Outcome Indicator 1.2 refers to the desire to increase voter turnout, neither Output 1.2 or its four Output indicators have any link to voter turnout in elections." --</i>We would deem it important to reflect efforts deployed and achievements secured under Outcome 1 > Output 1.2, .i.e. <u>processes</u> (Law</p>	<p>COMMENT 47 - We totally share the view that several agencies are making important contributions within their mandate. We say so in the report, UNODC is certainly one of them.</p> <p>However, what we were evaluating was if the UNDAF was the product of a predetermined, coordinated effort of the UNCT as a team.</p>

			Enforcement mentoring), <u>products</u> (national integrated strategic plan against drug trafficking and transnational organized crime), and <u>results</u> (Guinea-Bissau's historic DT/TOC-related investigations/operations and prosecutions/convictions referred to earlier).	
UNODC		p. 46	ANNEX 2 – ACHIEVEMENTS REPORTED COMPARED TO UNPAF OUTCOME INDICATORS: Cf. above comment, and earlier ones on existing inter-agency synergies.	COMMENT 48 - We do mention there were some selective joint efforts, but they were not systematic, or a result of the UNDAF planning process.
UNODC		pp. 60-	ANNEX 4 – RATINGS TABLE: Cf. above comments on the absence of references to DT/TOC-related dynamics of inter-agency cooperation and/or standalone/complementary interventions in support of Outcome 1 and DT/TOC-Rule of Law-related objectives.	COMMENT 49 - Ibid
UNODC		pp. 66	LIST OF PERSONS INTERVIEWED DURING THE EVALUATION MISSION: UNODC participated in all the meetings convened by RCO with the consultants (UNCT, PMT, Outcome 1 WG, M&E), but is not listed among the Agencies associated with the consultations of this evaluation. Could that be rectified?	COMMENT 50 - Yes. We regret the omission. Now included.
UNODC		pp. 77	ToR: "Transformation: Have we made long-lasting, systemic and society-wide changes? / Has the UNCT's work brought about systemic changes (i.e., changes in the legal framework, institutions, social and economic structure)?" --That transformational objective was touched upon several times during some of our exchanges. One of the points UNODC sought to highlight in terms of lessons learned from that respect is that training alone, or the so-called "train and equip" approach, hardly ever brought about the sort of structural changes aspired for by the UN Development System. This is certainly confirmed when it comes to complex, sensitive issues such as corruption, or the incidence of DT/TOC on the country's governance, stability, and development trajectory. We feel it would be essential, moving forward, that some time be dedicated, in the context of our forthcoming UNSDCF formulation exercise, to reflect collectively (at UNCT and Programme staff levels) on additional, alternative ways of addressing such issues, over and above the traditional "technical assistance" approach that will retain its relevance for a wide range of development needs, but may, for more complex areas, fall short of our collective expectations / responsibility to address deeper structural issues and deliver sustainable results for the country.	COMMENT 51 - We totally agree.

GUINEA BISSAU UNPAF – RESPONSE TO SELECTED COMMENTS FROM M&E GROUP

COMMENTS 1 “THE CONSULTANTS DID NOT CONSIDER ALL THE MIDTERM REVISIONS [OF THE UNPAF] WE DID AND JUST CONTINUED TO EVALUATE THE UNPAF USING [INSTEAD] THE INITIAL INDICATORS THAT WERE CHANGED DURING THE PROCESS.”

COMMENT 2 “AS PER UNDAF GUIDELINES ONLY CHANGES TO AGREED COOPERATION FRAMEWORK STRATEGIC PRIORITIES AND OUTCOMES WOULD TRIGGER A NEED TO RE-SIGN A COOPERATION FRAMEWORK WITH GOVERNMENT, BUT NOT OUTPUTS WHICH CAN BE MODIFIED DURING ANNUAL REVIEW IN LIGHT OF THE COUNTRY’S SOCIO-ECONOMIC CONTEXT – THAT IS EXACTLY WHAT HAPPENED IN GUINEA-BISSAU AND AS PART OF THE UNPAF MIDTERM REVIEW’S RECOMMENDATIONS”

COMMENT 3 “WHICH PURPORTED OUTPUTS AND OUTPUT INDICATORS WERE NOT DIRECTLY RELATED TO THE OUTCOME INDICATORS?”

As explained in the Draft Final Report the Evaluation Team did not take into consideration the new so called “Outputs” added to the UNPAF. To understand why, we shall explain again a series of concepts. The first is to differentiate Outcomes from Outputs. This is a KEY differentiation. There is great confusion of these two concepts even amongst people dealing with M&E.

OUTPUTS are the tangible product of project activities. They are concrete, measurable and are within the control of the project or programme. They are immediate in that their effect can be measured upon the completion of the activities that produce them.

Examples of Outputs:

Output of a UN Health Project = 15 NUMBER OF NURSES TRAINED IN ICU PROCEDURES

Output of a Toyota Plant = NUMBER OF CARS PRODUCED IN A GIVEN PERIOD

Output of a Barber Shop = NUMBER OF HAIRCUTS IN A GIVEN PERIOD

Output of a store = DOLLARS OF MERCHANDISE SOLD IN A GIVEN PERIOD

OUTCOMES are what occurs as a result of one or more project outputs over time. To reach these Outcomes, they may require other external factors also to happen (per examples legislation must be passed). They can be desirable (positive foreseen outcomes) or unplanned (negative or unforeseen results).

Examples of Outcomes:

Using the same UN example as above, we could conceive designing the Outcome we would like to achieve as:

Outcome of a UN Health Project - “A fully operational ICU Unit in the hospital in Bissau”

Obviously, “15 trained nurses in ICU procedures and techniques” (the output of our project) is not enough to reach the Outcome. We need (1) those nurses to be hired and encumbered to that hospital by the Ministry of Health; (2) that there are also available ICU doctors in the hospital; (3) that there be the necessary medical equipment and supplies in that ICU; etc. These are additional required external factors to achieve that Outcome.

In conclusion,

- Outputs are tangible, measurable project products
- Outcomes are ideal conditions we want to reach to which our project product (i.e. output) will contribute. That is to say a plateau we want to reach.

Now, let us analyze some of the supposed OUTPUTS of the

Is “Parliament, political leaders and relevant stakeholder’s capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.” An OUTPUT or an OUTCOME?

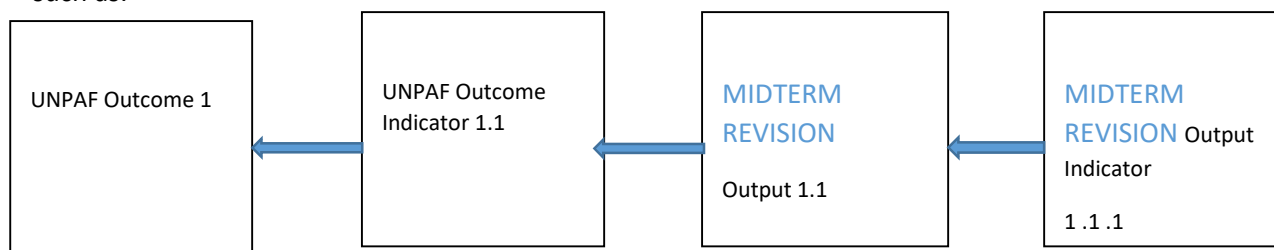
Does it describe a concrete product of a project (Output) or a plateau we want to reach (Outcome)?

Clearly this describes a plateau we want to reach and therefore it is an Outcome!! Yet in the MIDTERM REVISIONS undertaken by the expanded M&E group it is identified as an OUTPUT. The same holds true for all 25 so called Outputs introduced in the MIDTERM REVISIONS. They all describe plateaus we want to reach. They are all in reality OUTCOMES!! **THIS IS THE FIRST REASON FOR NOT TAKING THIS EXERCISE INTO ACCOUNT.**

Nowhere in the UNDAF Guidelines does it say you can introduce new or modify existing Outcomes. Only the Joint Work Plan, which should outline **OUTPUTS**, but NOT OUTCOMES can be modified by the Working Groups.

This in effect would mean a revision of the UNDAF to add new or intermediate **OUTCOMES** is not contemplated but, if even if such a revision were to be an accepted procedure, then, at the very least, it would have to be formally approved and signed off on by all the original signatories (UN Heads and the Government of Guinea Bissau) and not done through an informal exercise by an expanded M&E group. **THIS IS THE SECOND REASON FOR NOT TAKING THIS EXERCISE INTO ACCOUNT.**

Additionally, **PATHWAYS** must be established between project **OUTPUTS** and the ultimate UNPAF Outcomes. That is to say, links between them are required such as:



Was this logic followed during the **MIDTERM REVISIONS [EXERCISE]**? LET US SE.

UNPAF OUTCOME 1 READS AS FOLLOWS:

“The State institutions, including defense, security, and justice, consolidate the stability and the Rule of Law, democratic participation, and equitable access to opportunities for all.”

THE RELATED OUTPUT INDICATOR (1.1) READS AS FOLLOWS:

“Proportion of women in Parliament and in government, including defence and security “

BASELINE: 31% (Ministries), 14% (PNA) - 2020 Target: 40% (Ministries), 20% (PNA)

THE **MIDTERM REVISIONS [EXERCISE]** SO CALLED OUTPUT 1.1 READS AS FOLLOWS?

“ Parliament, political leaders and relevant stakeholder’s capacity is strengthened to proceed with the inclusive reconciliation and transitional justice process.”

There is no pathway between UNPAF OUTCOME INDICATOR 1.1 (which was pre-established as a metric to measure progress towards OUTCOME 1 and which refers to proportion of women in parliament and senior positions) to the SO CALLED OUTPUT 1.1.

This holds true throughout.

THIS IS THE THIRD REASON FOR NOT TAKING THIS EXERCISE INTO ACCOUNT.

In any of the three reasons, on their own, would suffice for the decision by the Final Evaluation Team.