

**UNDP Guinea-Bissau**

**Partnerships and Communications Strategy and Action Plan (PCAP)**

May 2020

**Introduction and Background**

The COVID-19 crisis has fundamentally changed the global context for development. The world faces the greatest socio-economic shock in a generation, coming at a time of acute inequality, ecological fragility and growing distrust within and amongst societies. This pandemic is a health crisis. But tackling COVID-19 is also a humanitarian and development crisis that is threatening to leave deep social, economic and political scars for years to come.

The solidarity and diverse partnerships that brought the global community together to create the Sustainable Development Goals (SDGs) is needed more than ever. From building strong institutions to creating jobs to ensuring education and healthcare for all, the SDGs and the pledge to leave no one behind work best when tackled in an integrated manner, which is needed to defeat COVID-19 and which was already recognized by UNDP’s Strategic Plan 2018-2021.

The COVID-19 pandemic reinforces the need for new models of creative partnerships and collaboration to mitigate the effect of the outbreak in Guinea-Bissau and safeguard previous development gains. Prior to the outbreak, UNDP Guinea-Bissau had already started development of the Partnerships and Communications Strategy and Action Plan (PCAP) to cultivate strategic partners, galvanize political and financial support, and position itself at the centre of development policy and innovation. In the meantime, UNDP has formulated the Socio-Economic Impact Assessment of COVID-19, which provides detailed insights in the national ramifications for Guinea-Bissau and maps out a long-term recovery plan. Sectorial action plans are expected to be derived from this impact assessment study. Once this is done, the PCAP will be reviewed and adapted to take into consideration the monumental change in context and to respond appropriately in terms of strategic partnership building and resource mobilization.

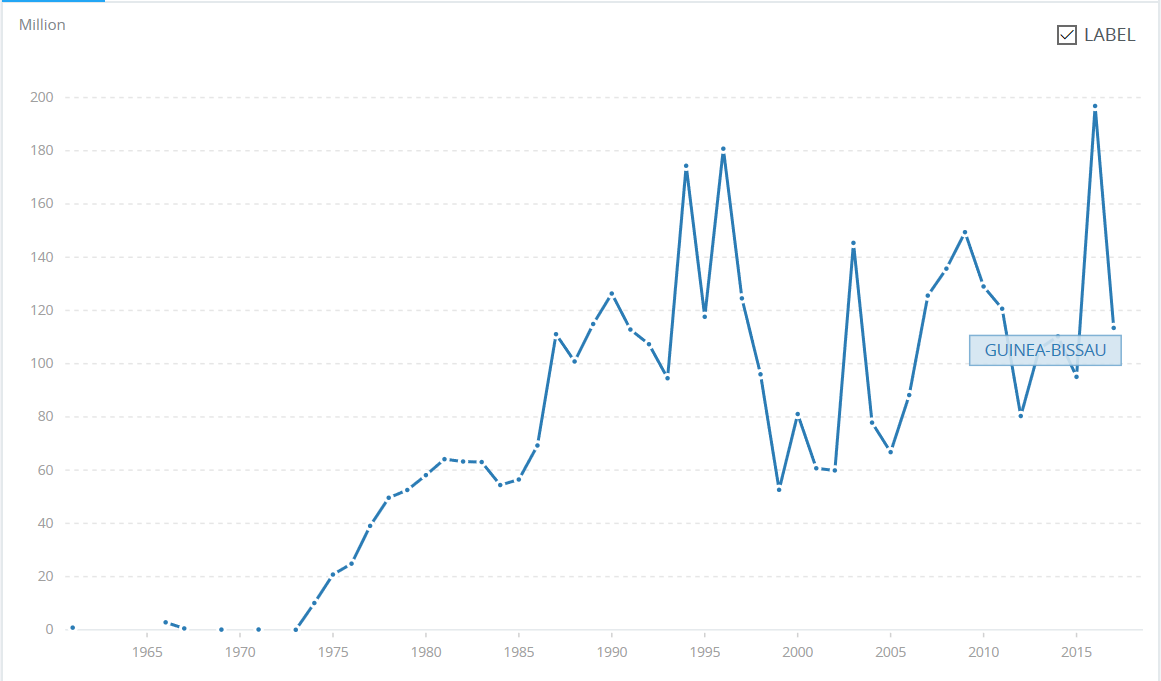
The PCAP has been developed as a global exercise with support from the regional office for Partnership and Resource Mobilization (PRM), and the Bureau of External Relations and Advocacy – BERA. Ms. Anne Hoelscher, Program Analyst PRM, and Laurence Lessire Communication Officer for Africa Region facilitated the PCAP elaboration workshop during September 3-5, 2019 and supported the process of internal consultation and brainstorming session so that a comprehensive strategy for partnerships and communication could be realized. The purpose of the PCAP is to streamline UNDP Guinea-Bissau’s internal and external communication to meet organizational objectives. It is also aimed at strengthening existing partnerships and exploring new avenues for joint ventures to achieve the Sustainable Development Goals. PCAP will help in aligning the UNDP initiatives in the country to those that the organization has committed globally.

**PART I. Outlook**

**Financial Flows and Funding to Guinea-Bissau**

Official Development Assistance (ODA)

**ODA** flows to Guinea-Bissau are generally characterized by sharp upward and downward movements influenced by political instability and frequent changes in government. After having been allocated peak contributions of approximately USD 200 M. in 2016, ODA to Guinea-Bissau were suspended the following year due and dropped sharply. With a total of USD 113.4 Mio. net ODA received in 2017, Guinea-Bissau currently accounts for 0.23% of the ODA regional share of Sub-Saharan Africa.



Source: [World Bank](https://data.worldbank.org/indicator/DT.ODA.ODAT.CD?locations=ER-ZG)

International Development Association, the [EU](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-european_commission.aspx) institutions, the [Global Fund](https://www.theglobalfund.org/en/), [Portugal](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-portugal.aspx), African Development Fund, the [United States](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_states.aspx), and IMF are the largest donors.

Education (27%) and other Social Infrastructure and Services (29%) are the sectors that received most ODA.[[1]](#footnote-1) Important emerging non-traditional donors are Qatar, Turkey, Kuwait, and the UAE.

Source: [OECD](https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no)

Guinea-Bissau hosts 17 resident diplomatic missions including the European Union, Portugal, Spain, Angola, Nigeria, and China. Other diplomatic missions cover Guinea-Bissau from Dakar, Lisbon, Abuja, Accra, Rabat, New York, Algiers, Luanda, and Conakry, Lisbon. Priority sectors of the resident and non-resident Embassies that are aligned to the UNDP’s CPD focus areas are as follows. However, it needs to be adapted as soon as we develop a new CPD.

|  |  |  |
| --- | --- | --- |
| **Pillar** | **Group 1 (country priority + thematic area)** | **Group 2 (thematic area but not country priority)** |
| **State institutions, including the areas of defense, security and justice. Consolidate stability and the rule of law, democratic participation and equitable access to opportunities** | **Included in the CPD:** [AfDB](https://www.afdb.org/en/), [Economic Community of West African States](http://www.ecowas.int/), [EU](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-european_commission.aspx), [World Bank](http://www.worldbank.org/)  **Not included in the CPD:** [Portugal](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-portugal.aspx) | [Australia](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-australia.aspx), [Austria](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-austria.aspx), [Canada](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-canada.aspx), [Denmark](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-denmark.aspx), [Finland](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-finland.aspx), [Ireland](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-ireland.aspx), [Japan](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-Japan.aspx), [Republic of Korea](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-republic_of_korea.aspx), [Luxembourg](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-luxembourg.aspx), [Netherlands](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-netherlands.aspx), [Slovak Republic](http://www.slovakaid.sk/en/news/514-new-medium-term-oda-strategy), [Spain](https://intranet.undp.org/unit/pb/resmob/SitePages/government%20partnerships-Spain.aspx), [Sweden](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-sweden.aspx), [Switzerland](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-switzerland.aspx), [United Kingdom](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_kingdom.aspx), [United States](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_states.aspx) |
| **Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security and structural transformation of the economy** | **Included in the CPD:** Brazil, [India](https://intranet.undp.org/unit/pb/resmob/SitePages/emerging-economies-india.aspx), Mozambique, South Africa  **Not included in the CPD:** [Italy](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-italy.aspx) | [Belgium](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-belgium.aspx)[, Iceland](https://intranet.undp.org/unit/pb/resmob/SitePages/Iceland-government-partnerships.aspx), [Netherlands](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-netherlands.aspx), [Republic Korea](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-republic_of_korea.aspx), [Kuwait](https://stats.oecd.org/Index.aspx?DataSetCode=CRS1), [Luxembourg](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-luxembourg.aspx), [Norway](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-norway.aspx), [United Kingdom](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_kingdom.aspx), [United States](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_states.aspx), [Russia](http://www.oecd.org/russia/russias-official-development-assistance.htm) |
| **Public institutions, civil society organizations and private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks** | **Included in the CPD:** [Guinea Bissau Chamber of Commerce](http://www.chamber-commerce.net/country.php?c=Guinea-Bissau), [Economic Community of West Africa States](http://www.ecowas.int/), [West African Economic and Monetary Union](http://www.uemoa.int/en)  **Not included in the CPD:** [EU](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-european_commission.aspx), [Italy](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-italy.aspx), [Portugal](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-portugal.aspx) | [Austria](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-austria.aspx), [Belgium](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-belgium.aspx), [Canada](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-canada.aspx), [France](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-france.aspx), [Germany](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-germany.aspx), [Iceland](https://intranet.undp.org/unit/pb/resmob/SitePages/Iceland-government-partnerships.aspx), [Japan](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-Japan.aspx), [Luxembourg](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-luxembourg.aspx), [Netherlands](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-netherlands.aspx), [Norway](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-norway.aspx), [Russia](http://www.oecd.org/russia/russias-official-development-assistance.htm), [Spain](https://intranet.undp.org/unit/pb/resmob/SitePages/government%20partnerships-Spain.aspx), [Switzerland](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-switzerland.aspx), [United States](https://intranet.undp.org/unit/pb/resmob/SitePages/government-partnerships-united_states.aspx) |

**Foreign Direct Investment (FDI)**

**Foreign Direct Investment** inflows slightly increased from USD 16 million to USD 17 million between 2017 and 2018.[[2]](#footnote-2) Currently, the fishing sector attracts the majority of FDI but the government plans to attract additional FDI for the agriculture and energy sector. Like other sub-Saharan countries, Chinese investment in Guinea-Bissau has been increasing since 2011 (canning factory and fish distribution network, Kaleba hydroelectric dam, real estate, and bauxite). The United States, Portugal, and India constitute the other main investors in Guinea-Bissau.

Future opportunities include offshore oil exploration, the large mining resources (phosphate, bauxite), fertile soils as well as the possibility of further developing the fishing industry and the tourism sector (e.g. in the Bijagos Islands). While the government has increased investment in many key sectors and was able to attract foreign investments by low interest rates and monetary mass growth, a number of significant barriers like corruption, political instability, poor infrastructures, high cost of energy and a weak judicial system. the main weakness of the country consists of the large number of Latin American drug traffickers who have set up their base there to ship drugs into the European market.[[3]](#footnote-3)

The **Local private sector** is in its infancy and consists mainly of Small and Medium Enterprises (SMEs). However, micro-finance institutes and incubators and innovation accelerator such as InnovaLab could be valuable partners for UNDP’s mission.

In Guinea-Bissau, Remittances have steadily increased from 2001 to 2018. During last two decades, remittances grew 650 percent in the country, with an average annual growth of around 20 percent. In 2018, remittances amounted to US$ 75 million.[[4]](#footnote-4)

Several local and international **NGOs** are also present in Guinea-Bissau. Major national NGOs are Tiniguena, and Acção para o Desenvolvimento (AD) while international NGOs include Palmeirinha, Plan International and Médicos Sem Fronteiras.

The **Global Environment Facility (GEF)**, **Green Climate Fund** (**GCF)** and the **Global** Fund (GF) are also present in Guinea-Bissau and have provided funding in the areas ofbiodiversity, climate change and strengthening of health care systems.

**International Financial Institutions (IFIs) -** World Bank (Infrastructure, Energy, Economic and financial reforms), International Monetary Fund (Economic and financial reforms), African Development Bank (infrastructure, governance), International Fund for Agriculture Development (Agriculture, Support to rural sector), Islamic Development Bank (Infrastructure, Micro-credit), Arab Bank for Economic Development in Africa (Infrastructure, Energy), West African Development Bank (infrastructure, energy), West African Economic and Monetary Union (regional integration, capacity building), the Economic Community of West African States (ECOWAS) Bank for Investment and Development (infrastructure, regional integration)

***Funding to the UNDP Country Office***

Similar to ODA contributions, funding to UNDP Guinea-Bissau mirrors the political developments with significant drops when instability levels are high and increased funding during elections and periods of stability.

**Figure 1: Contributions by top donors 2014 - 2018[[5]](#footnote-5)**

***UNDP’s Comparative Advantage***

UNDP has been present in Guinea Bissau since the independence of the country in 1974 and has been continuously supporting the country on development. Thanks to its continued presence in all national territory despite political upheaval and its mandate of neutrality vis-à-vis the Government, UNDP has deployed its comparative advantage to support national authorities through i) its convening power as an impartial, high-level mediator on sensitive issues, ii) as a connector among diverse partners and interest groups, and iii) as a knowledge broker, drawing on its global network of technical expertise to provide institutional capacity building and policy advisory services.

Vis-à-vis other International Development Partners and United Nations Agencies, UNDP Guinea Bissau has a clear comparative advantage in inclusive and sustainable development particularly in the areas of Governance, Rule of Law and Environment as well as in the formulation of national, sectorial and strategic policies (Terra Ranka, social protection, agriculture, youth).

Its flexible implementation modalities (DIM, NIM) and high quality of reporting combined with accountability and transparency make UNDP an efficient and effective provider of services and implementer of development projects. For example, UNDP provides financial, procurement and HR services to the Government (e.g. payroll), and to resident and non-resident UN agencies.

UNDP, being the leader in the implementation of the SDGs, has a large communications’ and followers’ network.

***Key Trends and Developments***

The COVID-19 pandemic, which has led to over 2,441 confirmed cases and 44 fatalities in Guinea-Bissau (as of December 3, 2020), accentuates the fragility of the public service provision to the citizens and is intertwined with a political crisis following contested results of the Presidential elections.

The state of emergency declared due to the pandemic might be an impediment to a nascent rule of law and the socio-economic consequences may be devastating for a country dealing with multifaceted crises. The COVID-19 pandemic has the potential to quickly overwhelm the inadequate national health and law enforcement institutions that lack basic infrastructure, personnel, supplies and operational capacities. In the short time, there could be a higher rate of COVID-19 related fatality but the pandemic risks to further strain the already fragile Bissau-Guinean social fabric and with direct to social cohesion and the weak social contract between the state and its citizens. Being highly dependent on a single crop (cashew) export and importing the most basic commodities, restrictions measures in Guinea Bissau such as on border closures, quarantines, and market, supply chains would have devastating consequences on people’s livelihoods.

While UNDP is working hand in hand with the UNCT under the leadership of the WHO and in alignment with the National Contingency Plan to assist with the immediate needs, the CO has also led the socio-economic impact analysis. The analysis will enable the development of a long-term recovery action plan.

After the presidential elections in December 2019, the country experienced a political deadlock as one of the candidates did not recognize the victory of the other and called for Supreme Court arbitration.

The impasse continued until April 2020 when ECOWAS officially recognized Umaro Sissoko Embalo as President of Guinea-Bissau and UN opened a space for partnership through OMS to support the country in its response to COVID-19.

The uncertain political future as well as the departure of ECOMIB (ECOWAS armed forces) and UNIOGBIS (UN mission) would surely have an impact in the resource mobilization efforts in a different context. But with the strike of COVID-19 and the difficulties faced by the government in the provision of an adequate response to the pandemic, it is to expect important international solidarity principally with countries with very low income such as Guinea-Bissau.

**Part II. Strategic Objectives**

UNDP Guinea-Bissau’s overall partnerships goal is to position itself as the UN strategic partner of choice in the development landscape of Guinea-Bissau in order to mobilize adequate resources to fulfil its new commitments to be detailed in the CPD 2021 – 2025. Specifically, UNDP Guinea-Bissau is aiming to:

* Further strengthen the existing successful partnerships with the International Financial Institutions such as World Bank (WB) and AfDB to diversify areas of intervention and expand partnerships with other IFIs such as the Islamic Development Bank, the Arab Bank for Economic Development in Africa (BADEA) and the European Investment Bank (EIB);
* Leverage and build on UNDP’s longstanding presence in Guinea Bissau, its relationship of trust with the Government and its strong operational presence to enhance government capacity for the establishment of sectorial basket funds and to advocate for increased in government cost sharing from a diverse range of ministries;
* Use UNDP’s integrator role as well as its regional and global partnerships with the private sector, foundations and bilateral aid agencies as well as with academia and knowledge institutions to strategically position UNDP Guinea-Bissau as SDG champion in order to establish partnerships (and mobilize funds/in-kind contributions) for SDG localization and awareness raising;
* Based on UNDP Guinea-Bissau’s expertise and that of UNDP global and regional network in digital identity, natural resources management, security sector reform as well as youth and migration strengthen UNDP’s engagement with existing donors (EU, Angola, Nigeria, UEMOA, ECOWAS, Brazil, PBF, GIZ, AFD etc.) and establish new partnership with at least two new traditional and/or emerging donors (Australia, Angola, etc.);
* Leverage and build on UNDP’s national and global expertise in climate finance, recovery, green/blue economy, and social protection; and establish itself as a strategic partner of choice in Guinea-Bissau while reducing dependency on vertical funds such as GF, GEF, GCF etc.;
* Continue providing support to the Government of Guinea-Bissau and to other national and local counterparts, in line with the reconfigured UN presence, and ensure sustaining peace and development beyond the closure of UNIOGBIS.

***Resource Mobilization (RM) Target***

The UN System in Guinea-Bissau and its agencies are going for a one-year UNDAF extension, meaning 2021 will be an extension year. The new CPD will be formulated for 2022-2026.

The Resource mobilization target, as indicated in UNDP’s commitments outlined in the CPD 2016 – 2020 mounts to a total of USD 77 M. (TRAC: USD 17.5 M., Other resources: USD 59.5 M.). For the year of extension (2021) UNDP will mobilize an additional USD 34 M which will total USD 111 M for the entire 2016 – 2021 period. The percentage of resources mobilized for this cycle is well above 100%.

For the new cycle (2022 – 2026) the resource mobilization figures are not yet prepared. However, the challenges provided by the COVID-19 crisis encourage us to build up strong partnerships with development partners and explore more diverse funding opportunities to position our office more strategically.

***Communication Objectives*[[6]](#footnote-6)**

The main communication objective is to enhance the overall visibility of UNDP Guinea-Bissau and support its positioning efforts as the strategic partner of choice in the development landscape of Guinea-Bissau:

* Support strategic partnership building with donors and partners (IFIs, traditional and emerging donors, private sector, academia, creative industry, etc.) and resource mobilization efforts by creating awareness on the services provided by UNDP;
* Position UNDP as the major player and thought leader in SDG localization and the Agenda 2030;
* Intensify advocacy with the Government of Guinea-Bissau and promote services provided by UNDP
* Transform office culture to have all units work for RM and adapt new innovative approaches for the whole organization to serve partners and donors in an improved and more efficient manner.
* Establish working relations with the local media and identify effective way of disseminating UNDP knowledge products to the public.

***Target Audiences***

Target audiences include UNDP Guinea-Bissau’s current and targeted main donors and partners (traditional and emerging donors, vertical funds and climate finance), IFIs, GoGB, the private sector, academia, think tanks, creative industry, as well as the general public and the local media. Target audiences are listed in the table in Part III. Actions.

**Part III. Actions**

The table below outlines concrete partnerships and communications activities for each partner including of timelines, required resources, status of implementation, and responsible CO unit/person. The table will be reviewed – and if need be revised.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Target partner/Audience** (Name) | | **Purpose** (i.e. Positioning, partner building, RM, programming)  (if RM, state target amount) | | | **Targeted area(s) of cooperation**\*  Linked to new Strategic Plan)  (\*Can also name the titles of associated projects) | | **Concrete Activities** (for Partnerships, Resource Mobilization and  Communication) | | | | | | **Timing** | **Resource Requirements** | | **Responsible CO Unit/Person**  (And supporting unit/persons if any) | | | **Status** | |
| **Vertical Funds** | | | | | | | | | | | | | | | | | | | | |
| GEF-SGP | | Maintain relationships with partners to finance projects with the purpose of contributing to local and global environmental and socioeconomic benefits | | | Biodiversity, Climate Change, Land Degradation, Sustainable Forest Management, International Waters, Chemicals | | Launch of the call for projects;  Meeting of the National Steering Committee-NSC;  Monitoring of projects on the ground;  Filling out the AMR;  Meeting with national partners;  Administrative and financial procedures. | | | | | | 4 Q 2020  Continuously  Continuously  Continuously  Continuously | No Cost  Meeting costs  Travel costs  No cost  Meeting costs ‘  No costs | | Sustainable Development Cluster  National project coordinators  NSC partners | | | Ongoing | |
| Global Fund | | Partner building & RM (25m EUR – Malaria & 13m EUR for TB-HIV) | | | Managing malaria grant on behalf of government + Procurement of TB and HIV health products & equipment | | NFM3 (new funding model) approved by TRP (Technical Review Panel) in May | | | | | | 2021-2023 | Investment in consultants paid by TRAC (Mark Willis) | | GF PMU / George, John, Irene, Mariam | | | Starts 1 Jan 2021 | |
| Global Fund | | Partnership building & RM ($1.8m guaranteed + $2.9m potential) | | | COVID response: 1) Lab, 2) Infection control, 3) Telemedicine | | Proposal prepared by GF PMU with COES and submitted to CCM (country coord mech) on 31 May and CCM submitted to GF | | | | | | 2020 S2 | Time of George & Irene & Amilcar | | GF PMU / George, Irene | | | Under review by GF | |
| Rapid Finance Facility | | New initiative on blue economy (USD 1.5m) | | | Blue economy  Entrepreneurship  Innovation | | Proposal has been developed and submitted. | | | | | | Q4 2020 | No cost | | Sustainable Development Unit | | | Proposal submitted | |
| **Traditional and Emerging Donors** | | | | | | | | | | | | | | | | | | | | |
| EU | | * Strengthening existing relationship and expand it in new areas of cooperation; * Mid-term RM | | | * Digital identity * Public administration reforms * Justice * Statistics | | * Organize a meeting between the RR and the new EU Ambassador to present UNDP work * Prepare concept note for each area * Presentation and discussion with the EU of the CN to associate the EU in this work. * Co-organize public events (with the government) to discuss reforms and proposed action and test other partners’ interest. * Presentation of the WB/UNDP initiative to expand it to the EU | | | | | | 4 Q 19  4 Q 19  4 Q 19  1 Q 20  4 Q 19 | No cost  No cost  No cost  Workshops costs | | Gov.U + SPU + Coms | | | Not started | |
| MPTF | | * Support provided to vulnerable cashew crop growers in selected regions of the country * Funds availability of USD 100,000 to support 2 Regions (Cacheu and Gabu) | | | * Disadvantage and vulnerable populations of Cacheu Region * Disadvantaged and vulnerable population of Gabu Region | | * support to 250 vulnerable cashew crop growers from Cacheu (125) and Gabu (125) regions in harvesting, treating, packaging and transporting their crops * grants agreement with Innovalab to carry out the mapping designed to identify the most vulnerable and disadvantaged populations and their needs alike * Use of LED project local structures (IPCCs local development committees) to facilitate this process * sensitization on COVID impact for cashew producers at the community level; * identification of buildings and possible storage places at the community level and support their adaptation to the needs during the rainy season; * distribution of storage bags to CDL and identified small producers; (iv) support local transportation of cashew production to regional storage, when necessary, by identifying local transporters (regional based small companies) based on the geospatial mapping and broader cashew logistics plan developed under activity * Sending and reception of messages to the beneficiaries at the local level. | | | | | | 3rd Q 20  2nd Q 20  3rd Q 20  3rd-4th Qs 20  3rd-4th Qs 20  3rd-4th Qs 20 | Sensitization campaigns | | Gov+UNDP  INNOVALAB and ORANGE  Local authorities | | | Not started | |
| Italy | | • Strengthening existing relationship (electoral support+100k new project on community support platform) and expand it to new areas of cooperation; | | | Effective, accountable and inclusive governance | | - UNDP to ensure project delivery and keep AICS informed  - Organize a call with Dakar embassy to share latest updates and explore possible new initiatives | | | | | | 3-4Q 2020 | No cost | | Gov. Unit | | | Italy | |
| Canada | | • Launching a new partnership initiative (CAD 200,000) and possibly expand it to new areas of cooperation | | | Gender equality  Effective, accountable and inclusive governance  Health  Clean energy | | - UNDP to ensure project delivery and keep Canada abreast  - UNDP to keep informed Canada on PBF projects’ delivery  - UNDP to share updated information on current portfolio | | | | | | 3-4Q 2020 | No cost | | Gov. Unit | | | Canada | |
| Japan | | • Launching a new project on improved governance and rule of law (USD 2.4m) | | | Governance  Justice  Rule of law | | - Organize meeting with the Embassy of Japan  - Prepare concept note / proposal for presentation to the Embassy  - Negotiate and obtain approval of the grant  - Implement the project  - Reporting and evaluation | | | | | | 3-4Q 2020  2021 | No cost | | PRM Officer  Gov. Unit | | | Ongoing | |
| **International Financial Institutions** | | | | | | | | | | | | | | | | | | | | |
| World Bank | | Positioning, partner building | | | SDG mainstreaming and policy input;  Access to quality health services;  Strengthening regional health infrastructure and pushing for reform;  Recovery response and Inclusive economy;  Improvement of business environment;  Governance – Accountability and Transparency;  Diversification of economic activity;  SME support and youth employment; | | World Bank and UNDP teams co-designed a joint strategic path forward to foster this relationship on the ground. An action plan incorporated already existing areas of collaboration and added new areas that will result in concrete actions on short- as well as medium- and long-term basis is drafted.  Both institutions have designated focal points for this undertaking to deliver on the agenda set out by this document.  The document will be reviewed periodically to adapt it to the changing circumstances and the ability to expand this collaboration, especially in the socio-economic recovery period. | | | | | | Q2 2020  Q2 2020  Continuously | No cost  No cost  No cost | | UPS and Governance /  Worlds Bank  UPS and Governance /  Worlds Bank  UPS and Governance /  Worlds Bank | | | Done  Done  Not started | |
| World Bank (REDISSE) | | Partner building and RM - $6.5m | | | Health sector support and COVID Response | | 1. Negotiate areas and key activities 2. Procure   Support health sector | | | | | | 2020 Q2-Q3 | No cost | | GF PMU / George, Irene | | | Ongoing | |
| World Bank COVID | | Partner building and RM - $6m | | | Health sector support and COVID Response | | 1. Negotiate areas and key activities 2. Procure   Support health sector | | | | | | 2020 Q2-Q3 | No cost | | GF PMU / George, Irene | | | Ongoing | |
| Islamic Development Bank | | Positioning, partner building, long term RM | | | informal sector, SME programme,  Health: top up payments for health care personnel  Solar for health for selected  health centers in the county and linking to data collection and tracking  youth entrepreneurship  Formulation and implementation of a blue economy strategy | | Reach out to the relevant government counterparts to see how UNDP can support in delivering the immediate needs and also look into the medium-term economic recovery with the Government and IsDB Regional hubs | | | | | | Q4 2020 | No cost | | RR/DRR/P  UPS  Heads of cluster | | | Ongoing | |
| BADEA | | Positioning as partner and RM | | | Infrastructures  Energy | | * Organize a meeting between the RR and the BADEA representative in Senegal * Prepare concept note for each area * Co-organize public events (with the government) to discuss reforms and proposed action and test other partners’ interest. | | | | | | Q4  Q4  Q4 | Travel costs  No Cost  No cost | | UNDP  UNDP  UNDP | | | Not started | |
| **Government** | | | | | | | | | | | | | | | | | | | | |
| Ministère de l’Économie et Finances/ Ministère des Affaires Étrangeres | | Positioning:   * Basket fonds avec MIGA pour la promotion des investissements | | | | Secteur public | * Organiser des rencontres d’information entre RR et le MEF | | | | Q4, | | | N/D | | UNDP | | | | Not started |
| Ministère de l’Économie et Finances | | Positioning:   * Basket funds * Cost sharing * Cost sharing/basket fonhds | | | | All ministries/  Governement  All ministries  Ministre de l’Économie et Finances | * Mettre en place un projet de mobilisation de partenariat et ressources pour soutenir l’élection présidentielle ; * Co-Construire la vision eGouvernement * Co-construction de fonds statistiques pour (financement de la SNDE) le suivi des ODS | | | | Q4,  Q4,  Q4, | | | N/D  N/D  ??? | | All staff  All staff  UPS | | | | Not started  Not started  Not started |
| **Private Sector, Foundations** | | | | | | | | | | | | | | | | | | | | |
| MTN | | -Partnership | | | -SDG  -LED  -Renewable energy | | -Meet MTN to discuss partnership opportunities in one or several of these areas;  -Share information and documents related to UNDP, SDGs and CPD in order for them to have knowledge of UNDP intervention in Guinea-Bissau.  -Short-term: Establish concrete partnership with MTN for funding of activities on the SDG awareness raising campaign (TV, Radio Spot, mass messaging to population etc)  Mid-term: establish concrete partnership with MTN either for a punctual event or for a long-term project or programme  Long-term: digital identity | | | | | Q3  Q3  Q4  Q4 | | N/A  N/A  Cost of awareness raising campaign  Cost of material or infrastructure | | RR  P-RM Analyst  P-RM and Comms Analysts  Programme staff | |  | | | |
| Orabank | | -Partnership | | | -SNAP: Protected areas; | | -Meet with IBAP to identify funding gaps for protected areas or others  -Meet with Orabank to discuss possible funding opportunities for rangers of one or several protected areas managed by IBAP;  - Share information and documents related to UNDP and IBAP interventions (CPD-SDGs) on environment;  -Mid-Term: Establish partnership with Orabank for concrete action/activities in environment | | | | | Q4  Q4  Q4  Q4 | | N/A  N/A  N/A  Cost of material | | Programme staff  RR  Programme staff  Programme staff e P-RM Analyst | |  | | | |
| BAO | | -Partnership | | | -SNAP: Protected areas; | | -Meet with IBAP to identify funding gaps for protected areas or others  -Meet with BAO to discuss possible funding opportunities for rangers of one or several protected areas managed by IBAP;  - Share information and documents related to UNDP and IBAP interventions (CPD-SDGs) on environment;  -Mid-Term: Establish partnership with BAO for concrete action/activities in environment | | | | | Q4  Q4  Q4  Q4 | | N/A  N/A  N/A  Cost of material | | Programme staff  RR  Programme staff  Programme staff e P-RM Analyst | |  | | | |
| Orange | | -Partnership | | | -SDG  -LED  -Renewable energy | | -Meet Orange to discuss partnership opportunities in one or several of these areas;  -Share information and documents related to UNDP, SDGs and CPD in order for them to have knowledge of UNDP intervention in Guinea-Bissau.  -Short-term: Establish concrete partnership with Orange for funding of activities on the SDG awareness raising campaign (TV, Radio Spot, mass messaging to population etc)  Mid-term: establish concrete partnership with Orange either for a punctual event or for a long-term project or programme  - | | | | | Q3  Q3  Q4  Q4 | | N/A  N/A  Cost of awareness raising campaign  Cost of material or infrastructure | | RR  P-RM Analyst  P-RM and Comms Analysts  Programme staff | | Due diligence in process | | | |
| GALP (Foundation) | | -Partnership  -Resource Mobilization | | | -Sustainable energy  -Environment  -SDG/UNDP awareness raising campaign | | -(Due diligence) Liaise with SGP/GEF team in country to assess the needs in terms of fuel and gas cylinder in the communities in the field.  -Meet with Galp Foundation to discuss opportunities of partnership  -Establish partnership agreement with Galp Foundation (subvention of gas cylinder and fuel)  -Meet with Galp to present UNDP action and leadership in SDG implementation and define the possible partnership areas | | | | | Q3  Q3  Q3  Q3 | | N/A  Cost of mission  N/A  N/A | | SGP/GEF Staff  RR  SGP/GEF Staff  RR | |  | | | |
| **UN agencies** | | | | | | | | | | | | | | | | | | | | | |
| WFP | Partnership | | GIS, food security, livelihoods, drones | | | | TBD | | 2020 Q3 | | | | | GEF fund | | Environment / coastal waters person | | | Under elaboration | | |
| **Academia** | | | | | | | | | | | | | | | | | | | | |
| University of Southern Denmark | Partnership | | | Drones, coastal mapping, greenery mapping | | | | TBD | | 2020 Q3 | | | | | GEF fund | | Environment / coastal waters person | | Under elaboration | |
| Africa CDC | Partnership | | | DHIS2 and disease surveillance | | | | TBD | | 2020 Q3 | | | | | Funded by Africa CDC | | GF PMU / CO M&E | | Under consideration | |
| Health Org of West African States | Partnership | | | Health System Strengthening | | | | TBD | | 2020 Q3 | | | | | Funded by OOAS | | GF PMU / CO M&E | | Under consideration | |
| **General Public** | | | | | | | | | | | | | | | | | | | | |
| Media | | Positioning, partner building | | | All areas | | -Establish partnership agreement with several media organs (RENARC-Palmeirinha-TGB-Radio Sol Mansi) for awareness raising on SDG and UNDP interventions in the country  - Explore opportunities to collaborate during awareness raising campaigns | | | | | | Q4 |  | | Comms Officer | | |  | |
| **Internal actions** | | | | | | | | | | | | | | | | | | | | |
| Update PCAP regularly | | All areas | | | All areas | | -Update PCAP every 6 months and monitor actions once a month in SMM | | | | | | Q3 2020 | N/A | | RM Analyst  SM | | |  | |
| Donor and potential partners mapping | | All areas | | | All areas | | -Map donors and partners already engaged with UNDP and potential partners and areas of cooperation | | | | | | Q3 2020 | No cost | | RM Analyst | | |  | |

**Part IV. Risks and Evaluating Success**

UNDP Guinea-Bissau has identified the following most significant and likely risks as well as mitigating measures to address them:

|  |  |
| --- | --- |
| **Risk Category** | **Mitigation Measure** |
| **External** |  |
| Political instability | * Diversify partner portfolio * Leverage long-term presence and neutrality * Reinforce government engagement * Reinforce targeted programmes eg. Justice |
| Lack of IMF programmes | * Diversify partner portfolio * Leverage long-term presence and neutrality * Reinforce government engagement * Reinforce targeted programmes eg. Justice |
| Corruption / Reputation/ | * Leverage UNDP’s overall transparence ranking * Capacity building and SOPs / guidelines (eg Fake news, trolls, etc.) * Office of Audit & Internal Oversight/Evaluation reports |
| International Financial crisis/ Weak financial governance | * Increase South-South cooperation * Innovative financing mechanisms |
| Unexpected disasters/ Epidemics (eg Ebola)/Pandemic (COVID-19) | * Awareness-raising * Disaster Risk reduction preparation and capacity-building, including maintenance of response structures put in place for COVID-19 * Capitalize on early warning systems successes in other countries and regions |
| Illicit economic activities / Extremism / Terrorism | * Awareness-raising * Youth empowerment * CSO Observatory |
| Commodities dependency | * Leverage and input to EIATA Extractive industries annual report * Leverage and input RSCA extractives team |
| Climate Change | * Create a business case on national/regional/global successes to position UNDP as a prominent actor in the adaptation |
| **INTERNAL** |  |
| high Staff turnover | * Improve HR incentives * Structured handovers * Improve/ set up Knowledge Management best practices |
| Lack of ownership | * Create communities of practice * Appoint / self-appointed thematic champions |
| Internal communications | * Training / team-building activities * Reduce work silos eg between operations and programme * BERA review emphasis on internal comms |
| Insufficient core funding | * Diversify partner portfolio * Diversify financing mechanisms |

**Success will be evaluated as follows:**

* Resources core to non-core ratio
* Number and Diversity of donors
* Absolute value of programmes/by units/clusters (see communication strategy)\_
* Amount of new resources mobilized
* Number of new partnerships (traditional and emerging/non-traditional) created;
* Creation of new network of partners and ecosystems of partners
* Engagement rate on social media
* Outcome of partnership survey/perception survey (to be used as baseline)
* Retention rate of donors
* Pipeline status
* Retention rate of staff

1. Source: [OECD DAC Aid Data](https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no) [↑](#footnote-ref-1)
2. UNCTAD, [World Investment Report](https://unctad.org/en/PublicationsLibrary/wir2019_en.pdf), 2019 [↑](#footnote-ref-2)
3. [Santander TradePortal](https://en.portal.santandertrade.com/establish-overseas/guinea-bissau/investing-3) [↑](#footnote-ref-3)
4. The World Bank, [Personal Remittances](https://data.worldbank.org/indicator/BM.TRF.PWKR.CD.DT?locations=GW), 2019 [↑](#footnote-ref-4)
5. Source: [Resource Mobilization Analytics Tool](https://intranet.undp.org/unit/pb/resmob/SitePages/RM%20Analytics%20Tool.aspx) [↑](#footnote-ref-5)
6. Communication Objectives are guided and aligned to the UNCG’s Communication Strategy 2019. [↑](#footnote-ref-6)