



**Republic of Guinea-Bissau**



**PARTNERSHIP FRAMEWORK BETWEEN GUINEA-BISSAU  
AND THE UNITED NATIONS  
2016 - 2020**



**April 2016**



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Department of Field Support Geographic Section

## 2016 -2020 Partnership Framework between Guinea-Bissau and the United Nations Republic of Guinea-Bissau

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# 17 Sustainable Development Goals (SDGs)

<b>1</b> NO POVERTY 	<b>2</b> NO HUNGER 	<b>3</b> GOOD HEALTH 
<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 
<b>7</b> RENEWABLE ENERGY 	<b>8</b> GOOD JOBS AND ECONOMIC GROWTH 	<b>9</b> INNOVATION AND INFRASTRUCTURE 
<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION 
<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 
<b>16</b> PEACE AND JUSTICE 	<b>17</b> PARTNERSHIPS FOR THE GOALS 	

**THE GLOBAL GOALS**  
For Sustainable Development



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## Executive Summary

The return to constitutional order following the Presidential and legislative elections in 2014 inaugurated a new hope-filled political era, a pledge of political consensus and citizen mobilization capable of effectively changing the trajectory of Guinea-Bissau's development between now and 2025. The Bissau-Guinean people are in the process of writing a new page in their history. This national dynamic was triggered at a time when the international community is preparing to assess the progress recorded worldwide towards the Millennium Development Goals (MDGs) and to solemnly adopt the post-2015 agenda.

Given this international and national context, this Partnership Framework, as the basis for cooperation between the Government of Guinea-Bissau and the United Nations team for the 2016-2020 period, is the expression of the common will of the parties to further strengthen their partnership and to finally break the vicious circle of political instability and poverty in which the country has been trapped for more than three decades. This partnership therefore testifies to a powerful ambition to consolidate the peace and security, to reinforce governance in the benefit of its citizens, to promote inclusive, sustainable economic growth in order to respond to the legitimate aspirations of the citizens, both male and female, of Guinea-Bissau recorded in the 2025 Bissau-Guinean Vision and the national priorities set forth in the 2015-2020 "***Terra Ranka***" Strategic and Operational Plan deriving from the 2015-2025 Government strategy.

The Partnership Framework reaffirms the desire of both parties to comply with the partnership commitments in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, namely Ownership, Alignment, Harmonization and Results-Based Management (RBM), and Mutual Accountability. The process of developing this Partnership Framework has therefore unfolded under the leadership of the Government through the Ministry of Foreign Affairs, with the extensive involvement of the other Ministries, the Civil Society Organizations (CSOs) and the private sector. The expected outcomes and strategic interventions agreed upon by the parties are actively aligned with the national priorities.

The Partnership Framework also expresses the commitment of the Government and the United Nations team to gradually reinforce the operationalization of the "***Delivering as One***" approach by capitalizing on the lessons learned and the good practices implemented in the United Nations Development Assistance Framework (UNDAF) plan for 2008–2012. It was extended to December 2015 following the sudden interruption in the operationalization of the 2013-2017 UNDAF signed in February 2012 between the Government and the United Nations. After its signature the 2013-2017 UNDAF was not implemented due to the *coup d'état* in April 2012. The strengthening of the application of the principles of the "***Delivery as One***" approach will allow for consolidating the integration and coordinating the interventions of the United Nations team to make a significant, consistent, and effective contribution to the realization of the national priorities.

The Partnership Framework further outlines the outcomes expected from the partnership between the two parties and the strategic interventions that the United Nations team will carry out to make a significant contribution to the realization of the national priorities. Specifically, taking the national priorities and comparative advantages of the United Nations team into account, the implementation of the Partnership Framework intends to contribute to the achievement of the following four expected outcomes:

- ❖ **The State institutions, including defense, security, and justice, consolidate the stability and Rule of law, democratic participation, and equitable access to opportunities for all.**
- ❖ **Economic growth is inclusive and sustainable, to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy.**
- ❖ **All citizens, especially the most marginalized and vulnerable, have equitable, sustainable access to and use the health, nutrition, HIV/AIDS, water, sanitation and hygiene, education, and quality protection services.**
- ❖ **Public institutions, Civil Society Organizations, and the private sector ensure the promotion of the sustainable management of the environment and natural resources, risk management, and disaster prevention.**



These strategic outcomes are part of the six pillars of the Government's **2015-2025 Strategy**, namely **Pillar I "Engines of Growth," Pillar II "Peace and Governance," Pillar III "Biodiversity and Natural Capital," Pillar IV "Urban Infrastructures and Development," Pillar V "Human Development," and Pillar VI "Simplification of the Business Framework and Development of the Private Sector."**

It appears clearly that these strategic outcomes also reflect the integration of the five United Nations programming principles, namely the **Human Rights-Based Approach, the Environmental Sustainability, the Gender Equality, the Capacity Development, and Results-Based Management (RBM)** that guided the complementary analysis conducted and the preparation of the Partnership Framework. However, the Human Rights-Based Approach is the cornerstone of this partnership framework, whose goal is essentially to contribute to the strengthening of national capacities in order to realize, protect, and promote the human rights guaranteed by the international and regional treaties and conventions ratified by Guinea-Bissau, as well as the Constitution and national laws. Consequently, these strategic outcomes are now and henceforth part of the perspective of the post-2015 Agenda that confirmed the centrality of human rights in the multifaceted interventions of the United Nations.

The implementation, monitoring and evaluation of the Strategic Partnership Framework will be guided by the Paris Declaration principles on Aid Effectiveness, the five United Nations programming principles, and the **"Delivering as One – DaO approach."** In fact, a Steering Committee, four outcomes groups and working groups will be set up to provide oversight and coordination, technical supervision, the promotion of strategic discussions and dialogue on policies, strategies, lessons learned, good practices, etc. The United Nations team will hold a central place in this institutional mechanism. The Steering Committee will be presided over jointly by representatives of the Government and of the United Nations team. The groups will be composed of and facilitated by representatives of the Government, the United Nations team, the CSOs, and the private sector. The modalities for the organization and operationalization of the Steering Committee and the outcome groups will be detailed in the specific Terms of Reference.

The implementation, monitoring and evaluation of the Partnership Framework will be based on joint work-plans and the monitoring and evaluation calendar that will be developed by all stakeholders, based on a participatory approach, in order to ensure the coherence of interventions, the reduction of transaction costs, and the maximization of expected outcomes in the areas of partnership. Initiatives intended to develop and implement joint programs in niches and on strategic themes will be strongly encouraged and supported, to reinforce the consistency of interventions by the United Nations team. The processes of planning, implementation, monitoring, and evaluation of the Partnership Framework will be articulated harmoniously with national systems to allow an effective alignment and a real national ownership.

The Partnership Framework is intended to be a tool for the promotion of development cooperation, especially South-South cooperation that will be reinforced through the development of strategic partnerships. The Government and the United Nations team will combine their efforts to explore and exploit South-South cooperation opportunities in the area of sharing knowledge, experience and good practices, innovative approaches, and financing first and foremost in the fields covered by the Partnership Framework.

The overall budget for the partnership framework is estimated at **340 589 847 US\$** of which **94 605 400 US\$** are regular resources, and **US\$ 245 984 447 US** are resources to be mobilized. The distribution among strategic outcomes shows that **32.2%** of the resources will be allocated to strengthening the Rule of Law and governance, **36.6%** to economic growth and poverty reduction, **21.2%** to the development of human capital, and **10%** to the sustainable development of the environment, risk management and disaster prevention. Beyond agency and UNIOGBIS initiatives, the United Nations team will have a joint communications strategy and a joint resource mobilization strategy to ensure the visibility and clarity of the interventions as well as the availability of the full amount of resources necessary to finance the Partnership Framework.



The Minister of Foreign Affairs, International Cooperation and Communities, on behalf of the Government of Guinea-Bissau and the Representative of the Secretary General-Special in Guinea-Bissau; with representatives of agencies, funds and programs and non-resident agencies, are validating this document as the basis of the cooperation partnership framework between the Government of Guinea-Bissau and the United Nations team in Guinea-Bissau for the period 2016-2020.

This partnership demonstrates the ambition of consolidating peace and security, to establish governance for citizens to promote inclusive and sustainable economic growth, to meet the legitimate aspirations of the Guinean citizens as part of the strategic vision Guinea- Bissau 2025 and national priorities reflected in the strategic plan and operational plan 2015-2020 entitled "Terra Ranka", which derives from the 2015-2025 government strategy.

This partnership establishes 4 strategic outcomes that fall on the strategic priorities of the Government from 2015 to 2025:

1. Consolidating stability and rule of law, democratic participation and equal opportunities for all;
2. Inclusive and sustainable economic growth to promote the reduction of poverty;
3. Equitable and sustainable access to health services, nutrition, HIV / AIDS, water, sanitation and hygiene, education and quality of protection;
4. Promotion of sustainable management of the environment and natural resources, risk management and disaster prevention.

With an estimated budget of USD 340,589,847 to achieve these objectives, always in accordance with the framework of the Global Agenda 2030 of sustainable development and its objectives, we look forward to strengthening our partnership for the next four years to achieve results UNPAF planned for 2016-2020, and contributing significantly to the peace and prosperity of the people of Guinea-Bissau.

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***Signed in Bissau on ....., 2016***

**Acronyms and Abbreviations**

<b>AFDB</b>	African Development Bank	<b>PBF</b>	Peacebuilding Fund
<b>CEDAW</b>	Convention for Elimination of all Forms of Discrimination against Women	<b>PLWHA</b>	Persons Living with HIV/AIDS
<b>CRC</b>		<b>PNA</b>	People's National Assembly
<b>CSO</b>	Civil Society Organizations	<b>PRSP II</b>	Poverty Reduction Strategy Paper
<b>DaO</b>	Delivering as One	<b>PSG</b>	Policies and Strategy Group
<b>DFI</b>	Direct Foreign Investments	<b>RBM</b>	Results-Based Management
<b>DHS</b>	Demographic and Health Survey	<b>SDO</b>	Sustainable Development Objectives
<b>DWCP</b>	Decent Work Country Program	<b>SME/SMI</b>	Small and Medium-Sized Enterprises / Industries
<b>ECOWAS</b>	Economic Community of West African States	<b>SPU</b>	Strategic Planning Unit
<b>ELP/ILAP</b>	Rapid Poverty Assessment Survey	<b>STDs</b>	Sexually-Transmitted Diseases
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<b>TB</b>	Tuberculosis
<b>FGM</b>	Female Genital Mutilation	<b>UN</b>	United Nations
<b>GBV</b>	Gender-Based Violence	<b>UN - Habitat</b>	United Nations Human Settlements Programme
<b>GPHC</b>	General Population and Housing Census	<b>UN - Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>HACT</b>	Harmonized Approach for Cash Transfer	<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>HDI</b>	Human Development Indicator	<b>UNDAF</b>	United Nations Development Assistance Framework
<b>HIV/AIDS</b>	Human Immunodeficiency Virus / Acquired Immunodeficiency Virus	<b>UNDG</b>	United Nations Development Group
<b>ILO</b>	International Labor Organization	<b>UNDP</b>	United Nations Development Program
<b>IMF</b>	International Monetary Fund	<b>UNECA</b>	United Nations Economic Commission for Africa
<b>IMIS</b>	Integrated Management Information System	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>MDG</b>	Millennium Development Goals	<b>UNIDO</b>	United Nations Industrial Development Organization
<b>MEWG</b>	Monitoring and Evaluation Working Group	<b>UNFPA</b>	United Nations Population Fund
<b>MICS</b>	Multiple Indicator Cluster Survey	<b>UNICEF</b>	United Nations Children's Fund
<b>NHDP</b>	National Health Development Plan	<b>UNIOGBIS</b>	United Nations Integrated Peacebuilding Office in Guinea-Bissau
<b>NHIS</b>	National Health Information System	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>NIS</b>	National Institute of Statistics	<b>UNOPS</b>	United Nations Office for Project Services
<b>NPHI</b>	National Public Health Institute	<b>UNS</b>	United Nations System
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs	<b>USD</b>	United States Dollar
<b>OG</b>	Outcome Group	<b>WAEMU</b>	West African Economic and Monetary Union
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights	<b>WB</b>	World Bank
<b>OMG</b>	Operations Management Group	<b>WFP</b>	World Food Program
<b>OPTNS</b>	Operating Plan for Transition to the National Scale	<b>WHO</b>	World Health Organization



## Introduction

This Partnership Framework is the product of a participatory effort carried out under the leadership of the Government in close collaboration with the United Nations team, with the extensive involvement of CSOs and the private sector. The strategic positioning of the United Nations team in relation to national priorities and the expected outcomes of the partnership during the 2016-2020 period are the subject of a consensus between these various stakeholders. The development of the Partnership Framework had the advantage of being conducted simultaneously with the process of the preparation of the 2015-2025 government long-term strategy and the 2015 – 2020 “**Terra Ranka**” Strategic and Operational Plan presented by the Government during the Roundtable organized in March 2105 in Brussels. The simultaneity of these two processes thus permitted the United Nations team to effectively ensure the strategic alignment of the Partnership Framework and the national priorities.

After an overview of the preparation process, this reference document describes the major strengths, challenges, and strengths in the context of national development and the peace consolidation dynamic. It then sets forth the fundamental values and principles that not only guided the complementary analysis but will also orient the implementation, monitoring, and evaluation of the Partnership Framework. Finally, this document elaborates on the presentation of the expected outcomes and the strategic interventions that will be implemented to ensure their realization. It also describe the management arrangements, the monitoring and evaluation mechanisms and tools, the orientation in strategic communication matters, and on the resource mobilization. It provides indication on the overall budget of the Partnership Framework and its distribution by expected strategic outcomes.

The development of the 2016-2020 Partnership Framework will close the implementation of the 2008-2012 UNDAF, which was extended until December 2015 following a sudden interruption of the operationalization of the 2013-2017 UNDAF signed in February 2012 between the Government and the United Nations team. The preparatory process unfolded in conformity with the roadmap adopted by the Government and the United Nations team in October 2014. In light of the exchanges on the various options for the UNDAF and the lessons learned from implementing the 2008-2012 UNDAF as well as the principles of the “**Delivery as One**” approach, the Government and the United Nations team considered it more relevant to prepare a Partnership Framework positioned at the level of the outcomes and aligned with the 2015-2020 Strategic and Operational Plan of the Government. A Steering Committee and a Technical Committee, presided over jointly by the Government and the United Nations team, was set up to conduct the development process.

Taking into account the roadmap, the complementary analysis on the country’s development situation and the peace consolidation dynamic was performed from November 2014 to January 2015 under the supervision of the Technical Committee, based on working subgroups whose members benefited from training in the key United Nations programming principles, particularly on human rights-based approach, gender equality and the capacity development-based approaches. The complementary analysis focused on the following main fields: **Political governance, defense and security, justice and the reform of public administration, economic governance, local governance and sustainable energy, food and nutritional security, education, health including HIV/AIDS, water and sanitation, and biodiversity**. These fields were selected taking into consideration the priority areas chosen in the 2015-2025 Government strategy and the comparative advantages of the United Nations team.

The strategic planning workshop was held on February 3-4, 2015. The dialogue among the various stakeholders in this process led to a consensus on the formulation of four strategic outcomes approved by the United Nations team and the Steering Committee during the second half of February 2015. After it was drafted by a small team, the Partnership Framework document was submitted to the Technical Committee for validation and the United Nations team for approval, as well as the Steering Committee before its official signature.



## I - Development Context: Major Strengths and Challenges

Located in West Africa, Guinea-Bissau is geographically borders with Senegal and the Republic of Guinea. With an area of 36,125 km<sup>2</sup>, it has a population of 1,449,230 inhabitants, of which 51.6% are women and 50.2% are young people varying in age from 15 to 35 years (General Population and Housing Census, 2009). On the administrative level, the national territory is divided into 8 administrative regions populated by a diversity of ethno linguistic groups. Bissau, the capital, is an Autonomous Sector. The country is governed by the Constitution of 1996 which advocates the institution of liberal democracy. Guinea-Bissau is endowed with significant forest, soil, mineral, water, animal, and fishing resources. The country possesses a forested area of approximately two (2) million hectares, or 71% of the national territory covered by forest. The land for agro pastoral purposes represents an area of 1,110,000 ha, or 32% of the total area.

Its rainfall ranges between 1500 and 2500 mm/year in the coastal zone and between 1000 and 1500 mm/year in the other zones. Its water potential is estimated at 130 km<sup>3</sup>/year in surface water and 45 km<sup>3</sup>/year in underground water. Its maritime territory covers 105,000 km<sup>2</sup>. The maritime coast extends over 350 km. The country has precious human capital. Its cultural heritage is very rich and diverse. In fact, with more than 50% young people, the country has an undeniable potential to achieve a demographic dividend that can be an advantage for driving economic growth. The richness of its intangible cultural heritage, particularly its traditional knowledge and know-how, and its creativity, etc., are indisputably important bases for human development.

During the past ten years, to benefit from these immense potentials in natural, human, and cultural capital, the Government has undertaken the implementation of a growth and poverty reduction strategy (PRSP I and II) and public sector policies with the support of development partners. Between 2009 and 2011, the country saw relative political stability, which allowed it to achieve a satisfactory level of growth and encouraging progress in the education and health sectors. But the political instability provoked by the coup d'état in April 2012 seriously undermined these economic and social advances.

Following the political transition, the political institutions resulting from the Presidential and legislative elections organized in 2014, particularly the consensus government, recently adopted a 2015-2025 strategy intended to break the vicious cycle of political instability and poverty in which the country has been mired for nearly three decades. Such a break is not utopian. In fact, the public support for the change expressed in the last elections, the obvious determination of the political decision-makers, the existence of a consensus government, and the revival of the development partners' interest in the country affirmed at the Roundtable successfully organized in March 2015 in Brussels, indisputably embody important assets for effectively confronting the major challenges linked to strengthening a Rule of law, the consolidation of the peace and the improvement of governance, the promotion of economic growth and reduction of poverty, human development, and the sustainable management of the environment, especially the preservation and valorization of the biodiversity.

### ***1.1 – Rule of Law and Governance***

The 1996 Constitution instituted the basics of democracy, notably the consecration of the people as the holder of sovereignty, the Rule of law as an affirmation of the primacy of legality, the separation of powers, respect for human rights, citizen participation, and a multi-party system. It enshrined the provisions of international and regional documents on human rights that the country signed, particularly the Universal Declaration of Human Rights, the International Covenant on Civic and Political Rights, the African Charter on Human and People's Rights, and the African Charter on Democracy, Elections and Governance.

Specifically, ***the country ratified 14 international treaties and conventions out of the (19) core United Nations international instruments on human rights. Five (5) core treaties and conventions were signed but not yet ratified, and two (2) have not yet been signed.***



The Government has made remarkable progress in the integration of the ratified treaties and conventions into the legal and regulatory framework and their inclusion in public policies. However, harmonization of the national legislation with the treaties and conventions ratified by the country remains an important strategic project for the Government and development partners.

Despite some improvements required for its adaptation to the evolution of Bissau-Guinean society and the international environment, the Constitution of 1996 has the merit of clearly defining the provisions that govern political, security, judicial, administrative, economic, territorial, and environmental governance. The people hold primary sovereignty. Through the Presidential and legislative elections, sovereignty is exercised for a period of five (5) years by the President of the Republic, the People's National Assembly (PNA), the Government and the Courts who are designated by the Constitution as **"Organs of Sovereignty,"** the holders of executive, legislative, and judicial power.

The political history of Guinea-Bissau teaches us that, despite the tragic episodes that have marked the political life of the country during the various democratic elections organized in 1994, 2000, 2004, 2009 and 2014, the people as the Primary Sovereign always freely choose their governors. Currently Parliament is composed of approximately 14% women (15 women out of 102) and the Government has five (5) women out of a total of 16 Ministerial posts and one Secretary of State out of a total of 15 Secretary of State posts, respectively representing 30% and 6%. The political game is open and animated equally by the political parties, the media, and the Civil Society Organizations (CSOs). However, despite the consecration of fundamental civic and political rights by the Constitution, political governance remains a major challenge taken up by the Government in the 2015-2020 Strategic and Operational Plan. The major governance problems in all areas are attributable essentially to the **"fragility of the rule of law (as entailing the equality of all individuals and legal entities, including the State, before the law) which is the essence or base of liberal democracy."**

During the past ten years, this fragility, particularly in the area of political governance, manifested through the weakness of public institutions in the systematic and rigorous application of the laws and regulations governing the life of the State, the recurrent interference of the defense and security forces in the political game, the slowness observed in the harmonization of national legislation with the international and regional treaties and conventions ratified by the country, the low citizen participation, particularly that of women and young people, in the management of public affairs, the persistence of impunity, and the subjugation of the public administration by corruption. In addition, the spread of the drug trade and organized crime has heavily damaged the reputation or image of the country internationally. These factors have ruined the credibility of public institutions among the people and international partners.

**In the field of defense and security,** based on Constitutional provisions, the Government, with the support of international partners, has certainly improved the legal and regulatory framework for the armed and security forces. The national defense law and the organic laws on the armed forces and the police were adopted, as was the military Code of Conduct. But because of the delays in implementing the reform program, the defense and security forces are still confronted with major challenges that limit their performance.

In fact, **"the non-respect for the rule of law, coupled simultaneously with poor civilian oversight, and the lack of Parliamentary control and professionalization of the defense and security forces,"** remains the major problem *in the field of defense and security.* The armed forces personnel are still characterized by an inverted pyramid. There are, therefore, more officers than troops. The inadequate recruitment and lack of professional training for a large number of military personnel and security agents has contributed to weakening the professionalism of the defense and security forces. Women represent only about 7% of military personal, including 15 officers, and 11% of police personnel.

**In the fields of justice and public administration,** the Government has made encouraging efforts in the development of policies and programs to improve the transparency, equity, effectiveness, and efficiency of these sectors in offering public services.

In fact, the preparation and implementation of the national policy on justice were made concrete through the creation of the Magistracy Training Center (MTC) and five Access to Justice Centers (AJCs) that permitted the start of training



of magistrates and a pilot juridical and legal assistance project targeting the population. The implementation of the national public administration reform policy contributed to the modernization of human resource management in the public sector through the creation of a data management center (Data Center). Reform of the public administration also contributed to the improvement of the legal framework for the public sector.

Despite this progress, justice and the public administration remain handicapped by the **“weak application of the laws”** which translates into limited, inequitable access for the people to quality public services, including legal services. This major problem highlights the deprivation of the people of the full enjoyment of their political, civil, economic, social, and cultural rights. Guinea-Bissau ranks 35<sup>th</sup> among 55 African states in respecting the rights of citizens. The Corruption Perception Index is 19, which ranks the country 161<sup>st</sup> out of 174. Corruption seems to be felt particularly in the legal system. As for the public administration, it is still penalized by the incompleteness and unsuitability of the legal and regulatory texts and the non-existence of suitable organic frameworks for most of the Ministries. Centralization of the public administration, with its corollary of weak de-concentration, the lack of qualified personnel, financial and material resources, and the lack of respect for ethics or professional integrity, etc., pose serious obstacles to the provision of equitable, high-quality services to the people, particularly women and rural populations.

***In the field of local governance and sustainable energy***, the Government has provided a set of laws, policies, and strategies to meet the needs of the populations, particularly the rural populations. In fact, according to the Constitution, local power must be exercised by **“Autarquias”** [councils] which are territorial collectives working to satisfy the interests of local populations while ensuring the unified nature of the States. The territorial collectives are represented by municipalities, **“secções autárquicas”** [municipal sections], and **“juntas locais”** [local boards]. Despite these Constitutional arrangements and the laws available, for nearly two decades ***the promotion of local governance has been impaired by the “non-application of the Constitutional arrangements and the laws related to decentralization”*** that penalizes the access of populations in rural settings to high-quality basic public services, including energy services. This deprivation has resulted in a lack of security in the living conditions in rural settings, the high mortality rates, particularly of women and children, the low rates of education and the low level of school achievement especially among girls, the weak access to justice, human trafficking, low productivity, low production and low income of the producers, the low rate of processing of agricultural products, and the low level of development of artisanal activities, etc.

With regards to sustainable energy, the Government has adopted the joint energy policy of WAEMU, the regional policies of ECOWAS for the access of rural and urban fringe populations to basic power services, the development of biofuels, the promotion of renewable energy and energy efficiency, and the national program on domestic power sources. But the implementation of the legal framework, policies, and programs adopted was not effective because of institutional, human, financial, and technological constraints. Consequently, rural populations have only very limited access to basic public services, especially basic, high-quality social and energy services.

## ***1.2 - Economic Growth and Poverty Reduction***

The Constitution of 1996 established the legal bases for economic development, particularly the role of the State in the economy, respect for the principles of a market economy, private property, and entrepreneurial freedom. Poverty reduction, improvement of macroeconomic management, job creation, and the reduction of food and nutrition insecurity have always been at the center of the Government’s concerns. In 2010, the Government’s commitment to confronting these different challenges has been concretized through the development of PRSP II in which these thematics were listed among the national priorities.



Through the adoption of public policies (National Agricultural Investment Program - NAIP, the national policy for nutrition, etc.) and the implementation of development programs and projects in the production sectors, with the support of development partners, encouraging efforts have actually been made in these different fields. But the Government's interventions have been particularly limited by financial constraints. Quite recently, the adoption of the 2015-2025 strategy and the 2015-2020 strategic plan reaffirmed the Government's political will to meet these major challenges to create the economic and social rights guaranteed by the international and regional treaties and conventions ratified by the country as well as by the Constitution.

However, Guinea-Bissau still confronts the breadth and persistence of **“mass poverty characterized by very low levels of income and multiple privations experienced by its people.”** Between 2000 and 2010, Guinea-Bissau recorded an average annual rate of growth in the HDI [Human Development Index] of 0.9%, while the average for Sub-Saharan Africa was 2.1% and that of the countries with a very low HDI was 1.68%. According to the latest Human Development Report of 2014, with a Human Development Index of 0.396, the country ranked 177<sup>th</sup> out of 187 countries. In 2010, the results of the Rapid Poverty Assessment Survey (ELP/ILAP II) indicated that 69.3% of Bissau-Guineans are poor, with an income of less than US\$ 2 per day.

Nearly 33% of Bissau-Guineans are considered extremely poor, i.e., living on an income of less than US\$ 1 per day. In 2013, approximate estimates based on data from the surveys conducted by the FAO suggested that extreme poverty has increased well above 40%. This overall situation also conceals a spatial variation and the differences between the socioeconomic groups. In fact, the lowest incidence of non-monetary poverty is observed in the Autonomous Sector of Bissau (ASB) with only 2.6% of the population affected. The five regions most affected by national non-monetary poverty are: Oio (25.4% of national poverty), Cacheu (16.2%), Gabú (13.9%), Bafatá (12.9%) and Tombali (10.9%), i.e., a total of 79.3% of national poverty. The assessment of poverty revealed that the poor in Guinea-Bissau are particularly the young (80% between 15 and 35 years) and that poverty affects more women than men.

With regard to employment, even though there are no recent statistics, unemployment among women and the young, particularly in the urban areas, is a worrisome situation and a latent threat to stability and peace. The young are extensively affected by poverty (80% of the poor are between 15 and 35 years of age). Entrepreneurship, particularly female entrepreneurship, is certainly dynamic in the informal sector but creates few decent jobs. The business environment is not very stimulating and attractive for the promotion of job creation and Direct Foreign Investments (DFIs). In 2015, according to the *Doing Business* report published by the World Bank, Guinea-Bissau ranked 179<sup>th</sup> out of 189. The financial sector remains underdeveloped, with a level of coverage with banking and financial services estimated at approximately 2% to 3% of the population.

Macroeconomic management is characterized by the fragility of economic equilibriums. The country records the lowest rate of tax burden in the WAEMU (7.9% of GNP). Given the large share of salaries in public expenses (equivalent to 67.4% of tax receipts in late 2013), the rhythm of public investments has slowed and internal arrears have increased. The budget deficit has worsened, going from 2.7% of GNP in 2012 to 4.7% of GNP in 2013. The current account has continued to show a deficit since 2005. In 2013, the public debts outstanding compared to the GNP of Guinea-Bissau was 59.4%.

Poverty and unemployment have dramatic impacts on ***the food and nutritional security of the population***. Despite its agro-sylvo-pastoral and fishing resources, for several years now ***“Guinea-Bissau has faced structural food and nutrition insecurity.”*** The net national food production does not suffice to meet the food needs of the country. The rural population, especially small family operators, women, and the young, are the most affected by this tragic situation, which results in low work productivity and elevated morbidity and mortality. An in-depth survey conducted in 2013 with the joint support of the FAO, WFP, and the International Plan showed that 29% of rural households are affected by food insecurity; 5% is affected by severe food insecurity and 24% by moderate food insecurity.



In Guinea-Bissau, the population is affected by two forms of malnutrition, i.e., undernourishment and overnourishment. According to the SMART survey conducted in 2012, children from 6 to 59 months are the most affected by undernourishment. Specifically, 27.4% of children present with delayed growth (chronic malnutrition), 6.5% are emaciated (acute malnutrition) and 17.5% are underweight, which reflects both acute and chronic malnutrition. The assessment of the nutritional status of non-pregnant women from 15 to 49 years of age revealed the coexistence of undernourishment and overnourishment. It was observed that 11.3% of women were overweight and 0.9% of women suffered from severe thinness as a result of undernourishment.

### ***1.3 - Human Development***

The rights to education, health, potable water, and sanitation are guaranteed by the Constitution and the national laws. Through its accession to the Millennium Declaration, the Government set forth the rights in PRSP II, as well as the policies and strategies for the sector. These rights are also among the national priorities declared in the 2015-2025 strategy and the 2015-2020 strategic plan of the Government. Access to education, health, potable water, and sanitation was slightly improved over the course of the past decade. But substantial efforts are still required to meet the population's demand, particularly in the rural zones.

**In the education sector, the major problem remains “the lowness net level of school attendance and the quality of teaching at the primary and secondary levels, in technical education, and technical and professional training, as well as the low level of literacy among the adult population.”** Thus, there is a low level of realization of the rights of children, young people, and adults to education. According to MICS 5, the net level of education in basic education has gone from 67.4% in 2010 to 62.4% in 2015. At the primary education level, at the primary levels, the net level of education of girls fell from 65.4% in 2010 to 62.3% in 2014. In secondary education, the net level of education dropped from 23.5% in 2010 to 20.4% in 2014. The rates for education of girls declined from 19.9% in 2010 to 18.1% in 2014. The data from MIC 5 also show disparities in terms of locality and income level. In fact, the net levels of education at the primary and secondary levels are respectively 75.5% and 74.3% in an urban setting, and 54.2% and 53.9% in rural settings. The net levels of education at the primary and secondary levels of children belonging to rich households were 80.6% and 78.9%, while they are 55.7% and 56.4% for children belonging to poor households.

The levels of achievement in primary education have also declined from 85.5% in 2010 to 75.7% in 2014. It was 75.7%, with 72.4% for girls and 79.8% for boys, with approximately 118% for children in rich households and 55% for children in poor households and about 102% in the urban area and 53.4% in rural settings. The girl/boy parity at the level of primary education nonetheless rose from 0.94 in 2010 to 1 in 2014. Between 2012 and 2013, the repeat rate at the primary level (from the 1<sup>st</sup> to the 6<sup>th</sup> year) was 20.4%, while this rate was, on average, 11% throughout Africa. It should also be indicated that in 2012, 75% of primary schools did not offer a complete cycle (from the 1<sup>st</sup> to the 6<sup>th</sup> year). This situation has been practically unchanged since 2010. Regarding technical education and professional training, the number of students went from 721 to 931 enrolled, i.e., an increase of approximately 29%. In the literacy field, the literacy rate in 2010 was 42% for the adult population. MIC 5 showed that in 2014, for young people in the 15 to 24 year old segment, the literacy rate was 50.05% for girls and 70.4% for boys.

**In the health field**, the country registered encouraging progress thanks to the implementation of policies, strategies, programs, and projects by the Government, CSOs, and the private sector with multifaceted support from development partners, particularly United Nations agencies. Specifically, the Government, with the support of development partners, developed and implemented the National Health Development Plan (NHDP), Operating Plan for Transition to the National Scale (OPTNS) for high-impact interventions, the national policy on reproductive health, and the roadmap for the reduction of maternal and neonatal mortality. In the course of ten years, encouraging progress has been seen in the reduction of maternal and infant mortality and in the reduction of the prevalence of HIV/AIDS.



But improvements are still needed in the matter of governance and financing and strengthening of the National Healthcare Sector Data System.

The health profile is still characterized by the predominance of transmissible and non-transmissible diseases with the emergence of new diseases, exacerbated by the unfavorable conditions of the milieu and the prevalence of risky behavior. The life expectancy has increased from 48 years in 2011 to 54 years in 2013. The maternal mortality rate has dropped from 800 deaths per 100,000 live births in 2010 (PRSP II) to 560 deaths per 100,000 live births in 2013 (Joint UNICEF, UNFPA, WHO, and WB report). This downward tendency is also observed in infant mortality, which decreased from 103 per 1000 live births in 2010 (PRSP II) to 89 per 1000 live births in 2014 (MICS 5). The levels of childbirth assisted by qualified personnel rose from 43% in 2010 to 45% in 2014. The level of prenatal consultations (with a threshold of 4 consultations) fell from 68% in 2010 to 65% in 2014.

The fertility rate is 121.9‰ in 15-19 year-olds and 56.1‰ in those 40-44 (GPHC 2009). The practice of excision and sexual and domestic violence still pose major challenges for the country. Even if, for women and girls ranging in age from 15 to 49 years, the rate of prevalence of excision has decreased slightly from 49.8% in 2010 to 44.9% in 2014, it has been observed that the rate went from 38.7% in 2010 to 49.7% in 2014 in girls in the 0 to 14 year-old segment (MICS 2010/2014).

The prevalence of malaria is estimated at 7.9% in the general population and 9.4% in children under the age of five years. Between 1990 and 2012, the rate of incidence of TB has increased from 158 to 242/100,000 inhabitants, i.e., a 34% increase. With regard to HIV/AIDS, two types of virus coexist (HIV1 and HIV2), with a prevalence in the general population estimated at 3.3%. Girls (15-24 years), with a prevalence of 4.2%, are three times more infected than boys (1.4%). According to the program's latest estimations, in 2010, women represented 54% of people living with HIV (PLWHA). It should also be noted that the rate of vaccine coverage is 89% for measles and 95% for tuberculosis, and 95% for polio and the pentavalent vaccines (Joint WHO/UNICEF report, 2013).

Despite the absence of updated data, non-transmissible diseases make up a large share of doctor office visits and are tending to become a real public health problem. As for diseases with epidemic potential, cholera has been a public health problem since 1986. The last great epidemic was in 2008, with 13,694 cases and 961 deaths. Since 2014, the country has been living under the threat of the Ebola epidemic incubating in the West Africa subregion. But with the support of the development partners, the Government established preventive measures that sheltered the population from this epidemic.

**With respect to water and sanitation**, Guinea-Bissau adopted the 2010-2020 Water and Sanitation Master Plan and the City Master Plan for the City of Bissau to achieve the MDG goals related to water and sanitation. Specifically, the Water and Sanitation Master Plan indicates that **“the rate of access to potable water should increase from 40% to 65% and the rate of access to improved latrines from 22% to 61% between now and 2015.”** The data available show that the country has actually recorded remarkable progress in the matter of access to potable water. Between 2000 and 2014, the population with access to potable water rose from 34% to 74%. But this performance at the national level conceals sharp disparities between urban and rural settings. In fact, approximately 44% of the population living in a rural area have no access to potable water.

Since 2000, the proportion of the population with access to improved sanitary installations rose only 10%. But the proportion of the population defecating in nature is still 25% at the national level and 43% in rural area. With regards to hygiene, the proportion of households using water and soap to wash their hands increased from 4.5% in 2010 to 10.6% in 2014. However, the country does not have an organized system of evacuation and waste treatment. We therefore expect an increase in urban and urban fringe pollution from solid waste and wastewater from septic tanks. As for social protection, we see an absence of a contributory, mandatory regulatory framework for social protection and the absence of a medium-term strategic and operational plan for basic, non-contributory social protection. Workers in the informal and rural sectors do not generally benefit from a social protection system.



#### ***1.4 - Biodiversity, Climate Change, Risk Management, and Disaster Prevention***

***In the field of the environment, climate change, risk management, and disaster prevention***, following up on the Summit in Rio in 1992, Guinea-Bissau ratified the principal Framework Conventions intended to strengthen worldwide and local sustainable environmental development as well as risk management and disaster prevention. The country also established a set of laws, policies, and strategies to implement the provisions of these different conventions. Despite this obvious will and the constant efforts of the Government, the sustainable management of the environment, notably the destruction of biodiversity, remains a major challenge. The weakness of environmental governance derives especially from the weak capacities of the State for the effective application of the international conventions and the national laws governing management of the environment and natural resources, risk management, and disaster prevention.

The inadequacy of recent statistical data does not allow us to illustrate the extent and severity of the degradation of ecosystems and the negative impacts of climate change. But some available reports indicate that coastal erosion on the northern littoral and the islands farthest from the continent has caused the rapid disappearance of mangroves, the recession of the coastline, and the disappearance of beaches used as breeding grounds for various species of sea turtles and aquatic birds. The intensive, uncontrolled exploitation of forests by the population has accelerated the destruction of forest ecosystems. Rain erosion of the soils of the plateau entailed the silting and sedimentation of water sources. The rising sea level has led to the intrusion of salt water and flooding of rice fields. Cultivable areas have been reduced substantially due to the degradation of the soil and the acidification and salinization of tidal flat soils caused by irregular rainfall. Furthermore, during the past five years, the policy of awarding fishing licenses and undeclared and uncontrolled illegal fishing has proven highly damaging to the sustainable management of fishing resources.

As a conclusion, it should be noted that analysis of governance, economic growth and poverty reduction, human development, and biodiversity has highlighted the encouraging efforts accomplished by the Government in the preparation and implementation of development policies, strategies, and programs that have allowed undeniable progress to be recorded in some sectors, particularly the social sectors. But the country is still faced with major challenges that attest to the weakness or inadequacy of the capacities of the institutions of governance. The lack of capacities concerns essentially the effective application of laws, the harmonization of national legislation with the international and regional treaties and conventions ratified by the country, the effective exercise of leadership and the operationalization of the strategic vision, the strategic perspective and planning, and the transparent, effective and efficient implementation, monitoring and evaluation of public policies based on reliable data and evidence.

It also appeared that the institutions of governance are faced with non-respect for ethical rules and professionalism, the lack of qualified personnel, and financial and material resources that encumber their performance. In particular as concerns the promotion of growth, poverty reduction, and food security, they do not have adequate capacities to steer the economy and effectively manage aid, to promote a stimulating business environment for the promotion of business creation, particularly female entrepreneurship and employment for the young, the development of pathways in the primary sectors promising growth, and the diversification of the economy to break the dependence on cashews. Their capacities are also limited to ensure technical supervision of the producers and the establishment of support infrastructures for production, processing and storage.

It should also be noted that the populations, especially women and the young, and the basic Community Organizations have inadequate knowledge and capacities to assert their rights. Specifically, the participation of the population in the management of public affairs remains limited. The CSOs do not play their role fully in the promotion of citizenship, social mobilization, and the monitoring and evaluation of public policies, due to the constraints in human, financial, and logistic resources, etc.



Moreover, illiteracy, low levels of education and professional qualification of women and the young, and the low development of the spirit of enterprise are equally needs for capacities that should be overcome to permit the population to undertake economic initiatives, advocacy work, citizen mobilization, etc., to guarantee respect for their political, economic, social, and cultural rights.

Taking into account the lack of capacities noted above, based on its comparative advantages, the United Nations team will focus on the strengthening of national capacities through: (i) *Strategic advice in the preparation of laws, support for the definition of norms in conformity with international human rights standards, the formulation of policies and strategies, the distribution of strategic information, good practices, etc.*; (ii) *Technical and financial support in the implementation of policies, programs and projects*; (iii) *Improvement of the national planning, monitoring and evaluation system based on an effective statistical system*; (iv) *Strategic communication and management of knowledge*; and (v) *The development of strategic partnerships, South-South cooperation and the mobilization of resources.*

## II – Comparative advantages of the UN System

The complementary analysis and other assessments available indicate that the UN System has the following comparative advantages: i) neutrality; ii) the expertise to provide advisory support in facilitating political dialogue among political actors, the formulation of policies, strategies and implementation of advocacy actions; iii) the knowledge required to provide technical support for the formulation, implementation, monitoring and evaluation of programs and projects; iv) the expertise to support actions aimed at capacity building, development of partnerships and resource mobilization; and v) the availability and access to knowledge networks

Taking into account the capabilities gap described above, and relying on its comparative advantages, the UN system will focus on building national capacity through: (i) *the strategic advice in the drafting of laws, support the definition of standards in accordance with human rights international standards, the formulation of policies and strategies, dissemination of strategic information, best practices, etc.*; (ii) *technical and financial support in the implementation of policies, programs and projects*; (iii) *improvement of the national system of planning, monitoring and evaluation based on an effective statistical system*; (iv) *the strategic communication and knowledge management*; (v) *the development of strategic partnerships, South-South cooperation and resource mobilization.*

## III – Strategic Vision and National Priorities

**“A positive Guinea-Bissau, politically stabilized through inclusive development, good governance, and the preservation of biodiversity.”** This is the strategic vision of Guinea-Bissau for 2025 set forth in the Government’s 2015-2025 strategy. Specifically, **“The 2025 Bissau-Guinean Vision indicates the future destination, with 2025 being the horizon of the transformation plan ... and 2020 the first interim horizon ...”**

To operationalize this strategic vision, the 2015-2025 Vision will be carried out through a process of strategic and operational planning that will unfold in two consistent sequences with precise strategic goals and orientations:

**2015-2020:** The 2015-2025 strategy will be implemented through the 2015-2020 “Terra Ranka” Strategic and Operational Plan that shows the trajectory to follow up until **“2020 the first interim horizon.”** This plan is structured along six strategic lines: ***The “Engines of Growth” line, the “Peace and Governance” line, the “Biodiversity and Natural Capital” line, the “Urban Infrastructures and Development” line, the “Human Development” line, and the “Simplification of the Business Framework and Development of the Private Sector” line.*** During this period, the strategic transformation is intended to start a new cycle. In other words, it will involve breaking the vicious cycle of political instability and poverty through the construction of the basics of competitiveness and sustainable development, the launching of initiatives intended to take advantage of opportunities for wealth, the strengthening of food security, and poverty reduction.

**2021-2025:** ***The strategic transformation will consist of consolidating the competitiveness and the structural transformation of the economy, relying on strong and lasting growth*** based on good governance, a stimulating



business environment, the diversification of the economy and the strengthening of competitiveness, urban infrastructures and development, the development of human capital, sustainable management of natural capital, and the preservation and valorization of biodiversity.

Finally, for the 2015-2020 period, the Government will focus on national priorities, which involve: **(i) Governance and peace; (ii) Urban infrastructures and development; (iii) Industrialization, particularly of agro-industry; (iv) Human development; and (v) Biodiversity and natural capital.** The realization of the priorities will be based on the promotion of sustainable, inclusive growth which will be powered by the following primary driving sectors: Agriculture (Cashews, Rice) and agro-industry, Fishing and aquaculture, and Mining and Tourism. It will be supported by catalytic sectors such as energy, financial and digital services, transportation, etc.

#### IV – Expected Outcomes in the key areas of Cooperation

The Partnership Framework essentially intended to enable the Government and the United Nations team to combine their efforts in order to achieve the national priorities listed above.

The expected outcomes are therefore aligned with these national priorities and fall along the lines with the 2015-2020 Strategic and Operational Plan, especially the **“Engines of Growth” line, the “Peace and Governance” line, the “Biodiversity and Natural Capital” line, the “Urban Infrastructures and Development” line, the “Human Development” line, and the “Simplification of the Business Framework and Development of the Private Sector” line.** Although it is the subject of a specific strategic outcome, biodiversity was also approached as a transversal theme integrated into the other strategic results. By emphasizing equity and inclusivity, the expected outcomes also took human rights and gender equality into account.

In sum, the definition of the expected outcomes is based on the following fundamental principles that will also guide the implementation of the Partnership Framework: **(i) Strategic alignment; (ii) National ownership; (iii) Inclusion of UN programming principles; (iv) Integration and inclusivity in the United Nations team; and (v) Mutual accountability and responsibility.**

##### IV.1 – Expected outcomes alignment to the SDGs

Expected outcome	Sustainable Development Goals (SDGs)
<p><b>Outcome 1:</b></p> <p><i>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.</i></p>	5,10,16,17
<p><b>Outcome 2:</b></p> <p><i>The economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy.</i></p>	1, 2, 5, 8, 10, 11, 12, 17
<p><b>Outcome 3:</b></p> <p><i>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.</i></p>	3, 4,5, 6, 10, 17



<p><b>Outcome 4:</b></p> <p><i>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.</i></p>	<p>5, 7, 10, 12, 13, 14, 15, 17</p>
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#### **IV.2 - Contribution to the Strengthening of a Rule of Law, Peace and Governance**

In the 2015-2020 “Terra Ranka” Strategic and Operational Plan, the Government’s ambition is to **“sustainably establish genuinely republican institutions, including the Armed Forces, but also to provide the capacities of public administration to conduct in-depth transformation of the country.”** The envisaged interventions will concentrate in the following five areas: The reform and modernization of the administration; Peace, defense and security; Justice; Macroeconomic management and the reform of public finance management; and Promotion of local development, decentralization and citizen participation.

Bearing in mind these strategic choices and the results of the complementary analysis, the United Nations team will work in partnership in the area of governance with the Government, the CSOs, employers ‘and workers’ organizations, the private sector, and other development partners to achieve the following Outcome:

**“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.”**

Specifically, in the area of **political governance and the promotion and protection of human rights**, the United Nations team will provide support to:

- ❖ The promotion of political and social dialogue in order to strengthen confidence among the main political actors and social cohesion;
- ❖ The harmonization of national legislation, the strengthening of capacities to follow up on the implementation of international and regional treaties and conventions ratified, and the ratification of the new treaties and conventions;
- ❖ The promotion and strengthening of the capacities of public institutions and other national actors in the area of Human Rights, especially the Human Rights-Based Approach;
- ❖ The integration of Human Rights into school and university programs and civic education.
- ❖ The improvement of the capacities of Parliament in the area of drafting bills, analyzing bills and related texts, the effective control of government action as well as for the implementation of the process of revising the Constitution, electoral law, and the law on political parties;
- ❖ The improvement of the capacities of institutions in charge of managing the electoral process;
- ❖ The application of laws for the prevention of Gender-Based Violence (GBV) and harmful practices, and the provision of services to women and girls who have been victims of violence;
- ❖ The strengthening of the social dialogue through a social stability pact;
- ❖ The systematic inclusion of the principle of gender equality in the dynamic of consolidation of peace in conformity with Resolutions 1325 (2000) and 1820 (2008) of the Security Council and in the protection of human rights;



- ❖ The improvement in the political representation of women in the organs of sovereignty and their participation in the political dialog.

As concerns ***the reform of defense and security***, the United Nations team will support the Government's efforts in:

- ❖ The modernization of the armed and security forces with a view toward their transformation into republican institutions by improving the implementation of the legal and regulatory framework, the promotion of professional ethics, republican values and civic-mindedness, professionalism and responsibility and the economic reintegration of excess troops;
- ❖ The improvement of the coordination of actors involved in the implementation of the reform of the defense and security sector;
- ❖ The Parliamentary control of the defense and security institutions;
- ❖ The introduction of the gender dimension and human rights into the defense and security forces and, more specifically, the improvement of the representation of women in the defense and security forces;
- ❖ The modernization and communization of the police and internal security system;
- ❖ The effective application of policy, legal and regulatory provisions intended to intensify the war on the proliferation of small arms, drug trafficking, organized crime and human trafficking, particularly with children.

In the field of ***justice and public administration, including local governance***, the United Nations team will contribute to:

- ❖ The implementation of reform in the sector of justice and public administration, to strengthen the effective independence of justice and the professionalization of judicial institutions, the effectiveness, efficiency, and transparency of the public administration;
- ❖ The promotion of equitable access to and use by the population of high-quality public services, including legal and juridical services;
- ❖ The effective implementation of decentralization (Implementation of a policy of decentralization, adoption and application of municipal laws and codes, etc.);
- ❖ The promotion of citizen participation in the management of public affairs;
- ❖ The promotion of gender equality within the public administration, especially the legal system;
- ❖ The improvement of the capacity to collect, analyze, and manage statistical data in the public administration, including the legal sector.

### ***IV.3 - Contribution to Economic Growth and Poverty Reduction***

The Government's 2015-2025 strategy intends to ***“transform the economic map of Guinea-Bissau between now and 2025.”*** Specifically, to meet the major challenges in the area of economic growth, poverty reduction, job creation, and food security, the Government proposes developing the sectors that drive growth, particularly agriculture and agro-industry, fishing and aquaculture, and tourism and mining. In the 2015-2020 *“Terra Ranka”* Strategic and Operational Plan, the following were set as essential goals: ***“the valorization of agricultural production by increasing agricultural yields and improving the quality of the cashew nuts, the local processing of at least 30% of the national production; the sustainable development and valorization of fishing resources, as well as tripling sales in the fishing sector; the promotion of tourism, especially ecotourism; and the exploitation of artisanal mines and construction materials.”***

The Government also intends to ***“establish a stimulating environment for the private sector and to provide the country with the necessary logistic, energy, digital, and urban infrastructures”*** that should play a catalytic role in the promotion of inclusive, sustainable economic growth, a pledge of the lasting transformation of the economy and human development.



With regard to these strategic choices, the United Nations team, the Government, the CSOs, the private sector and the other development partners will coordinate their interventions for the realization of the following outcome:

***“The economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy.”***

Specifically, the United Nations team wants to strengthen the national capacities with a view toward:

- ❖ The consolidation of the leadership of the Government in the realization of the 2025 Bissau-Guinean Vision through the implementation of the 2015-2020 Strategic and Operational Plan and the development and implementation of evidence-based sector policies that valorize the demographic dividend;
- ❖ The implementation of results-based budgeting and sensitive to gender;
- ❖ The effective coordination of Official Development Assistance (ODA) and the partners;
- ❖ The promotion of effectiveness and transparency in the management of public finances and public procurements, respecting the international standards and the WAEMU directives;
- ❖ The implementation of the development strategy of statistics and the establishment of an efficient national planning, monitoring, and evaluation system;

The United Nations team will also provide its support to:

- ❖ The improvement of the business environment, with a view toward promoting the attraction of Direct Foreign Investment (DFI) and the development of SME/SMI, particularly woman-owned businesses;
- ❖ The promotion of the right to food and the improvement of governance of food and nutritional security as well as land governance;
- ❖ Economic diversification through the development of sectors other than the cashew sector;
- ❖ The improvement of infrastructures and conservation, processing, and storage techniques for agro-sylvo-pastoral and fishing production;
- ❖ The promotion of producers’ access to markets and the marketing of agro-sylvo-pastoral and fishing production;
- ❖ The preparation of an industry policy and the establishment of the conditions necessary to the development of agro-industry;
- ❖ The preparation of an urban policy linked to the establishment of appropriate strategies for land management, infrastructure development, and economic diversification;
- ❖ The development of opportunities for self-employment and decent jobs through support for the implementation of the National Employment Policy, the promotion of technical and professional training, and the construction of public and community infrastructures through Labor-Intensive works (agricultural access roads, sanitation works, etc.);
- ❖ The development of South-South cooperation, the implementation of regional integration policies, and the development of transborder trade;
- ❖ The strengthening of the public-private dialogue;
- ❖ The systematic integration of gender equality and climate change into the economic development and poverty reduction policies and strategies.

#### ***IV.4 - Development of Human Capital***

In the 2015-2020 “Terra Ranka” Strategic and Operational Plan, the Government committed to ***“develop the potential of the Bissau-Guinean population by ensuring the satisfaction of its basic needs, by setting up a social safety net and by developing the skills, productivity, and employability of the population. These interventions will therefore be concentrated on: Education and employment; health; social protection; and culture, youth and sports.”***

In this perspective, the United Nations team, in partnership with the Government, the CSOs, the private sector, and the other development partners, will make a significant contribution to the realization of the following outcome:

***“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.”***



***In the education sector***, the interventions of the United Nations team will focus on:

- ❖ The strengthening of capacities of the Ministry of Education at the national level to develop appropriate policies and to carry out reforms based on solid evidence, the collection, analysis, and management of data and knowledge in order to improve the capacities of all subsectors of education (preschool, primary, secondary, formal and informal education, literacy, technical education, and professional training) to meet demand, especially among marginalized groups;
- ❖ The strengthening of the capacities of the Ministry of Education at the central and local levels to effectively provide quality services in all education subsectors (preschool, primary, secondary, formal and informal education, literacy, technical education, and professional training);
- ❖ The development and execution of complete community and school sex education programs, promoting human rights, gender equality, and a reduction in early marriage and HIV prevention, intended for marginalized adolescents and young people;
- ❖ The improvement of the inclusion of gender equality and the environment in the governance of the education sector and school programs;
- ❖ The strengthening of the collection, analysis, and management of data in order to develop, monitor, and assess policies, programs, and projects implemented in the sector.

***In the health, HIV/AIDS and nutrition sector***, the interventions of the United Nations team will consist of supporting:

- ❖ The strengthening of Governance (leadership, legal framework, policies, etc.) of the health sector, the National Health Information System and the establishment of innovative financing mechanisms;
- ❖ The improvement of maternal health through the provision of high-quality integrated sexual health and reproductive services;
- ❖ The improvement in infant and newborn health through the implementation of the vaccination strategy, the promotion at the community level of knowledge, behaviors, and practices affecting the health of the newborn, infant, and mother, and the reduction in acute and moderate malnutrition in children 6 to 59 months of age, pregnant women, and nursing mothers;
- ❖ Access to treatment and care for HIV+ pregnant women and children and the improvement of quality in the treatment of pediatric HIV;
- ❖ The improvement of the nutritional status of TB and HIV patients under treatment;
- ❖ The strengthening of HIV in school programs through the training of teachers and the mobilization of young people and the promotion of the awareness of the young and adolescents about the stigmatization and discrimination surrounding HIV;
- ❖ The improvement in the inclusion of gender equality and the environment in the governance of the health sector;
- ❖ The strengthening of the collection, analysis, and management of data with a view toward the development, monitoring, and evaluation of policies, programs, and projects implemented in the sector.

***In the area of water, sanitation and hygiene***, the interventions of the United Nations team will make a contribution to the promotion of the use of improved sanitation facilities, the transition to scale of the washing of hands using soap, the promotion of sustainable, equitable access to potable water in the communities, schools, and health centers, and the development of the capacities of resource managers in potable water.



***In the area of child protection***, the strategic interventions of the United Nations team will contribute to ensuring and promoting the free, universal recording of births, including at health centers, developing a program to support and provide families, parents, and people in charge of the custody of children and of educational opportunities for the development of their children, protecting children who are victims of the worst forms of labor, and supporting sensitization campaigns through the media to change attitudes, behaviors, and social standards that form the substructure for injurious practices such as early forced marriage and Female Genital Mutilation (FGM).

***In the field of social protection***, the interventions of the United Nations team will contribute to the development and implementation of the social protection policy and strategy, the strengthening and extension of the social protection system, particularly for women in the informal economy, and the strengthening of technical capacities of the public institutions in the performance of research and studies intended to update the indicators for monitoring on the target indicators in the Sustainable Development Objectives (SDOs). They will also help ensure the promotion, integration, and harmonization of the rights of children and women (CRC, CEDAW, CRPD) at the level of executive and judicial powers, the development on policy on children, including the transformation of the children's rights agenda, and the integration and improvement of the capacities of communities for the prevention of epidemics.

#### ***IV.5 – Sustainable Management of the Environment, Risk Management and Disaster Prevention***

The 2015-2025 strategy indicates that ***“in 2025, Guinea-Bissau will be a natural harbor where biodiversity will be protected, with healthy ecosystems that allow for the sustainable development of its precious renewable resources...”*** The Government proposes strengthening the legal and institutional framework by more closely monitoring compliance with international norms and standards regarding the sustainable management of the environment and biodiversity. It also envisions strengthening and systematizing the integration of principles relating to the sustainable management of the environment in laws, public policies, programs, and development projects. Biodiversity will be preserved and valorized to create and promote economic opportunities such as green jobs.

Taking these strategic choices into account, the United Nations team will play a key role in strengthening the capacities of the Government, CSOs, and the private sector so that:

***“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.”***

The contribution of the United Nations team in this effort will therefore consist of supporting:

- ❖ The integration of the provisions of international and regional conventions relating to the sustainable management of the environment, risk management, and disaster prevention into the national laws, policies, and strategies;
- ❖ The design, implementation, and monitoring of appropriate strategies for adaptation to climate change, risk management, and disaster prevention;
- ❖ The strengthening of national capacities for the valorization of biodiversity as a source of jobs, revenue, and livelihoods;
- ❖ The evaluation of capacities for resilience on infrastructures and the establishment of norms intended to reduce the impact of natural disasters (disaster risk reduction - DRR) and to increase community resilience will be supported;
- ❖ The development of strategic partnerships for the mobilization of resources to ensure financing for adaptation activities and mitigation of the effects of climate change as well as to protect biodiversity;
- ❖ The strengthening of capacities, resilience, and the role of the population, associations, base communities, and small operators in the preservation of biodiversity, adaptation to climate change, and crisis management, including food crises and disaster prevention;
- ❖ The strengthening of the capacities of the “Autarquias” regarding urban resilience;



- ❖ The inclusion of gender equality and human rights in the policies and strategies targeting sustainable management of the environment, risk management, and disaster prevention;
- ❖ The regular monitoring and evaluation of national policies and strategies based on the collection and analysis of reliable data and evidence.

## V - Implementation and Coordination Arrangements

The coordination and implementation arrangements will be guided by the Paris Declaration principles on aid effectiveness, the United Nations programming principles, and **“the Delivering as One (DaO) approach,”** especially the principles of **“One Program,” “One Office” “One Budgetary Framework” “One Voice” and “One Leader.”** These arrangements will therefore help to strengthen the integration, to guarantee the coherence and optimization of the use of the resources of the United Nations team in order to make a significant contribution to achieving the anticipated strategic outcomes. But, bearing in mind the knowledge acquired and the lessons learned from the implementation of the UNDAF 2008-2012, the “Delivering as One” approach will be operationalized progressively or gradually.

### V.1 – Implementation Arrangements

**The 2016-2020 Partnership Framework will be implemented under the leadership of the Government by the UN agencies and UNIOGBIS with the strong involvement of public institutions (ministries and other public administrations), the CSOs, the private sector, and other development partners.** Specifically, the UN Agencies and UNIOGBIS will be responsible for implementing the activities intended to supply products or deliverables that will contribute to the realization of the expected strategic outcomes. The UN Agencies and UNIOGBIS will therefore be responsible for agreeing on the operational and contractual implementation modalities with the executing partners of the Government, civil society, and the private sector. However, the mechanisms that will be set up will allow to coordinate and harmonize the operational and contractual implementation modalities related to certain transactions or services.

**The 2016-2020 Partnership Framework will be implemented through joint annual or biannual workplans that will be prepared by the Government, the UN Agencies, and UNIOGBIS.** In conformity with the guidelines of the “Delivering as One” approach, **a joint workplan by expected outcome** will be prepared and will indicate the outputs that should contribute to the expected outcomes. The outputs will be drawn directly from the workplans of the UN Agencies and UNIOGBIS. Like the expected outcomes, the outputs will come with indicators that will be associated with baselines and final targets by 2020. The joint workplans will also specify the risks and hypotheses linked to each output, the United Nations entities and the partners responsible for delivering the outputs as well as the calendar. Metadata files will be prepared to provide details on the indicators selected in the matrix of outcomes of the Partnership Framework.

The UN Agencies and UNIOGBIS as well as their partners will be encouraged to identify opportunities for joint programs to be developed and implemented according to the methods set in mutual agreement. In fact, in the perspective of reinforcing the consistency of the interventions of the United Nations team, particular attention will be paid to the development and implementation of joint programs or projects in the niches or on strategic themes.



## **V.2 - Coordination Mechanisms**

**A Steering Committee** will be set up to provide the leadership for the implementation of the Partnership Framework. Its role will consist essentially in providing strategic orientations, stimulating strategic thinking and dialog on policies, approving annual working plans and program and project documents to ensure the strategic alignment and national ownership, proceeding with the approval of annual reports and other documents useful for verifying and assessing the progress made in the delivery of outputs and toward the achievement of the expected outcomes, and their contribution to the realization of national priorities.

The Steering Committee will be composed of representatives of the Government, the United Nations Team, the CSOs, and the private sector. It will be presided over jointly by the Government and the United Nations team, which will play a crucial role in its functioning. In fact, the United Nations team will have to ensure the consistency of the interventions and the effective involvement of all the agencies and UNIOGBIS in the implementation of the Partnership Framework. The Steering Committee will be assisted by a staff headed by personnel from the Government (Ministry of Foreign Affairs, Ministry of the Economy) and the United Nations (Office of the Resident Coordinator and UNIOGBIS). It will meet at least once a year. The Terms of Reference (ToRs) will provide precise details on its organization and operation.

**The United Nations Coordination Team** will be in charge of the coordination, supervision, and technical support for the implementation of the Partnership Framework. Specifically, it will be responsible for coordinating and supervising operational planning, quality control, and operational execution and monitoring on the joint working plans, as well as the preparation of progress reports and the organization of annual reviews in close cooperation with the agencies and UNIOGBIS. It will therefore monitor the proper operation of the outcomes groups as well as the working groups that will be set up. It will provide technical opinions and will report regularly to the members of the Steering Committee. It will be supported by the Office of the Resident Coordinator of the United Nations and the Strategic Planning Manager of UNIOGBIS.

**Four Outcome Groups (OG) will be created, namely the Rule of Law and Governance Group, the Growth and Poverty Reduction Group, the Human Development Group, and the Environment Group.** Their role will be crucial in the monitoring on the implementation and evaluation of the joint working plans. They will therefore have to monitor the coordination of the collection, compilation, quality control, and analysis of data to assess the progress made in the delivery of outputs and towards the achievement of strategic outcomes. These groups will be spaces for exchanges on questions of substance, discussion for coordination and coherence of interventions, analysis of progress made in the implementation of work-plans, lessons learned, good practices, needs for capacity building of the implementing partners, and opportunities for development of strategic partnerships and mobilization of resources, etc. They will meet at least once quarterly. The Outcomes Groups will work in close cooperation with the working groups set up by the Government. The ToRs will specify their methods of organization and operation.

**Working Groups (WG)** will be charged with providing technical support on specific topics whose importance has been highlighted in the Partnership Framework. Based on the lesson learned from the implementation of the 2008-2012 UNDAF, the maintenance and strengthening of the working groups that have proven pertinent and operational will be prioritized. In total, eleven working groups will contribute to the implementation of the Partnership Framework: **Food and Nutritional Security Working Group, Gender Working Group, Human Rights Working Group, Education Working Group, Water, Sanitation and Hygiene Working Group, Operations Working Group, Monitoring and Evaluation Working Group, Inter-Agency Communication Group, Joint HIV/AIDS Team, Emergency Partnership Group, and the Health Partners Group.**



## VI – Monitoring and Evaluation

The monitoring and evaluation will receive special attention in order to make use of reliable data and evidence that will permit to objectively demonstrate and account on the progress made in the delivery of outputs and their significant contribution to the achievement of the expected outcomes. They will allow to objectively demonstrate the contribution of the United Nations interventions to the achievement of the national priorities.

The monitoring and evaluation of the Partnership Framework will be guided by the Paris Declaration principles on Aid Effectiveness, the United Nations Programming principles, and the “Delivering as One” approach (DaO).” They will be articulated harmoniously with the monitoring and evaluation mechanisms for the 2015-2020 Strategic and Operational Plan. Specifically, the Government and the United Nations team will coordinate their efforts in collecting, quality controlling, analyzing, and managing the data necessary for the monitoring and evaluation of the 2015-2020 Strategic and Operational Plan and the Partnership Framework. In this perspective, the strengthening of national capacities for monitoring and evaluation will play an important role in the implementation of the Partnership Framework.

### VI.1 - Roles and Responsibilities of the Various Stakeholders

The monitoring and evaluation will be provided essentially by the Steering Committee, the United Nations Coordination Team and the outcomes groups, which will be supported by the working groups, particularly the Monitoring and Evaluation Working Group (MEWG).

**The Steering Committee (SC)** will be charged with providing strategic orientations and monitoring the implementation of the monitoring and evaluation calendar or plan. It will approve the joint work- plans by outcomes, the annual monitoring and evaluation of the work- plans, the reports on the progress of the implementation of the joint work- plans, and the report on the annual review as well as other documents useful for monitoring and evaluation (Monitoring Reports, midyear review reports, reports on some strategic programs and projects, final evaluation report, etc.)

**The United Nations Coordination Team** will provide technical supervision and coordination for the implementation, monitoring, and evaluation by working closely with the outcomes groups. It will provide quality control and validate the joint work-plans, the annual monitoring and evaluation work- plans, and the progress reports on the implementation of the joint work-plan and the report on the annual review, and other reports related to the monitoring and evaluation of the Partnership Framework before they are sent to the Steering Committee for approval.

**The Outcomes Groups** will play an essential role in the monitoring and evaluation of the joint workplans. They will be responsible for collecting, compiling, providing quality control, and analyzing the data and evidence collected from the agencies and UNIOGBIS to produce reports on the progress made in the delivery of outputs and toward the achievement of the expected outcomes. The monitoring will focus not only on the activities and outputs, but also on the risks, hypotheses and outcomes. The Outcomes Groups will play an active role in the preparation and organization of the annual reviews.

**The UN agencies and 'UNIOGBIS** will be the principal pillars for monitoring and evaluation of joint work-plans. Their role will be crucial in the collection, processing, quality control, analyzing, and management of the data necessary to the preparation of the reports on the implementation of joint workplans. The surveys, studies, and reports produced by the agencies and UNIOGBIS will be the primary sources of data and information for the Outcomes Groups.

**The Monitoring and Evaluation Working Group (FAWG)**, composed of specialists, and the monitoring and evaluation focal points of the agencies and UNIOGBIS will be charged with preparing and managing the implementation of the monitoring and evaluation plan or calendar of the Partnership Framework. It will provide technical support to the United Nations coordination team and the Outcomes Groups in the collection and analysis of data, the preparation of reports, the organization of reviews, and the conduct of other monitoring and evaluation activities. It will work in close cooperation with the monitoring bodies established by the Government for the monitoring on the 2015-2020 Strategic and Operational Plan.

### VI.2 – Monitoring and Evaluation Mechanisms



**The monitoring and evaluation plan and calendar** will be the basic monitoring and evaluation tool for the Partnership Framework. It will be divided into annual monitoring and evaluation workplans that will be managed by the MEWG in close cooperation with the Outcomes Groups, the agencies and UNIOGBIS. The monitoring and evaluation calendar is attached in Appendix II of the Partnership Framework.

**The UNDAF INFO platform**, as the Internet-based monitoring tool, will permit all stakeholders, especially the monitoring and evaluation managers and focal points of the agencies and UNIOGBIS to contribute effectively to the monitoring on the implementation of the Partnership Framework. This tool was installed and tested in December 2014. The routine collection, processing, quality controlling, and analysis of data will be performed regularly by the agencies and UNIOGBIS in close cooperation with the Outcomes Groups and the Working Groups, particularly FAWG.

**An annual review** will be organized at the end of each year or at the beginning of the following year. A **joint annual report** will be produced, discussed, and validated during the annual review. It will therefore be intended to permit all the stakeholders in the implementation of the Partnership Framework to objectively assess the effectiveness and efficiency of the implementation of the Partnership Framework during the year in question. It will focus on the evaluation of progress recorded toward the achievement of annual targets for outputs and the equity of the achievement, the effectiveness of the financial performance, the opportunities and challenges identified, the lessons learned, and the good practices to capitalize on, etc.

The annual review will also involve the analysis of risks and hypotheses. It will highlight the contribution of the Partnership Framework to the implementation of the 2014-2020 Strategic and Operational Plan of the Government. It will also be the occasion to agree on the necessary tactical or operational adjustments and the orientations for the preparation of the working plans for the following year.

**An interim review** will be conducted during the first quarter of the third year of implementation of the Partnership Framework. It will permit evaluation of the progress recorded midterm in the implementation of the Partnership Framework. In light of the conclusions and recommendations of the annual reviews and the data collected, the interim review will judge the relevance, effectiveness, efficiency, and equity of the implementation of the Framework during the first two years. But it should also provide evidence showing the changes made by the interventions of the United Nations team and their contribution to the realization of the national priorities. The conclusions and recommendations of the interim review will permit operational and strategic decisions to be taken.

**A final evaluation, sensitive to gender**, will be conducted at the end of the fourth year of implementation of the Partnership Framework. It will be intended to assess the relevance, effectiveness, efficiency, equity, sustainability, and appropriateness of the results of the implementation of the Partnership Framework, especially its contribution to the realization of the national priorities. The evaluation will also focus on the effective application of the principles that guided the implementation of the Partnership Framework, and the relevance and the effectiveness of the management arrangements. The recommendations of the final evaluation will be taken into account to prepare the new Partnership Framework.

**The management and use of data** will be essential monitoring and evaluation components of the Partnership Framework. In fact, the surveys, studies, and reports produced in the wake of the implementation of the Partnership Framework will provide data that will allow several national indicators to be selected in the **GUINEEBISSAUIINFO** database. In addition, the database for the surveys and studies conducted will be stored in the **IMIS** (Integrated Management Information System) information system. The United Nations team will therefore provide support to the regular updating of the **GUINEEBISSAUIINFO** database and the IMIS system, which will be managed by the National Institute of Statistics (NIS). It will also encourage the exploitation of these tools and the use of data to prepare evidence-based policies and strategies and as well as for public debate and the management of public affairs.



**The strengthening of national capacities for monitoring and evaluation** (collection, processing, quality control, analysis of data, and production of reports) will be an important strategic tool for the promotion of transparency, accountability or answerability, effectiveness, efficiency, and equity of the implementation of the 2015-2020 Strategic and Operational Plan of the Government. In fact, in the framework of the implementation of the 2015-2020 Strategic and Operational Plan, the Government proposes to establish a **results-based steering Committee** to guarantee the accountability for reporting based on performance contracts. An office will be created to ensure the coordination, leadership, monitoring, and evaluation of this plan.

The support of the United Nations team in strengthening the national capacities for monitoring and evaluation will consist in supporting the set-up and operationalization of the results-based steering committee. Specifically, it involves strengthening the national planning, programming, budgeting, and monitoring and evaluation system oriented around results. The establishment of this mechanism will require the institutionalization (improvement of the institutional framework) and territorialization (deconcentration and decentralization) of monitoring and evaluation, the improvement of the statistical system, and the strengthening of the NIS as the key piece of the national monitoring and evaluation system, the training of a critical mass of human resources qualified in Results-Based Management (RBM), including monitoring and evaluation, and the promotion of the professionalization of evaluation. The establishment of innovative mechanisms for technical and financial support will also be necessary to support the strengthening of national capacities for monitoring and evaluation.

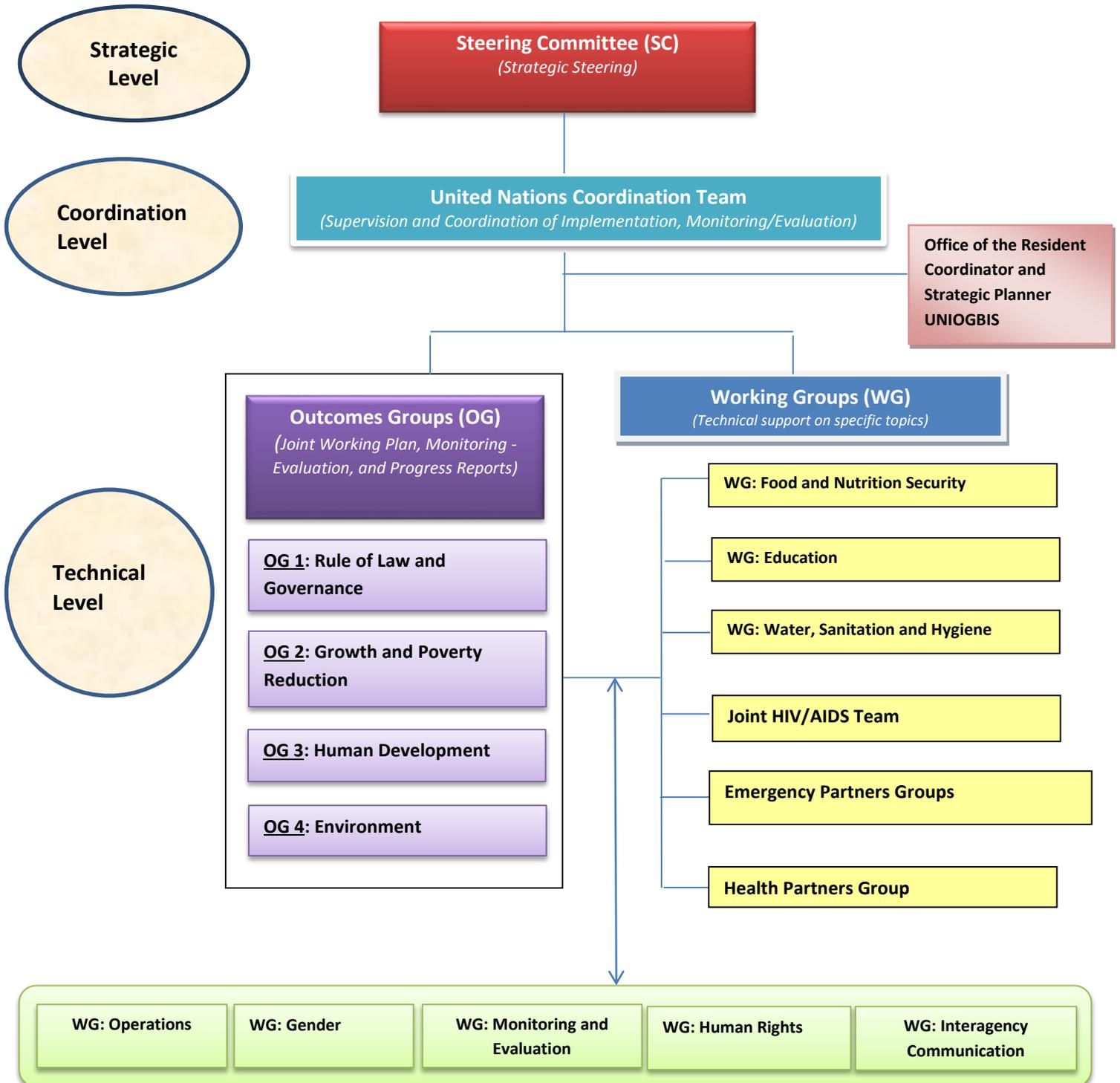
## **VII – Communication and Resource Mobilization Strategy**

**Communication** will play an essential role in the process of implementing the 2016-2020 Partnership Framework. It will permit the United Nations team to project a consistent image and to ensure the visibility and readability of its interventions. **A joint communication strategy** will therefore be developed and implemented by an UN Interagency Communication Group in close cooperation with the agencies and UNIOGBIS.

**A joint resource mobilization strategy** will also be developed to allow the UN Agencies and UNIOGBIS to jointly explore opportunities for the mobilization of resources to bridge the financial deficit in the Partnership Framework and support the implementation of the 2015-2020 Strategic and Operational Plan of the Government.



**Coordination, Implementation and Monitoring Mechanisms of the UNDAF**





### Appendix I: Matrix of Results of the 2016-2020 Partnership Framework

Outcomes	Indicators, Baselines, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>2015-2025 Strategic Focus/2015-2020 Strategic Plan: Peace and Governance</b>								
<b>National Priorities: Good Governance</b>								
<p><b>Outcome 1:</b></p> <p><i>The State institutions, including defense, security, and justice, consolidate the stability and Rule of Law, democratic participation, and equitable access to opportunity for all.</i></p>	<p><b>Indicator 1.1</b> Proportion of women in Parliament and in government, including defense and security <i>BASELINE:</i> 31% (Ministries), 14% (PNA) <b>2020 Target:</b> 40% (Ministries), 20% (PNA)</p> <p><b>Indicator 1.2</b> Level of participation in elections (desegregated sex, geographic location) <i>BASELINE:</i> 86% <b>2020 Target:</b> 95%</p> <p><b>Indicator 1.2</b> Percentage of ratified treaties and conventions implemented and monitored <i>BASELINE:</i> 60% (UNIOGBIS, Human Rights section) <b>2020 Target:</b> 95%</p> <p><b>Indicator 1.3</b> Number of people with access to justice (disaggregated by sex, social status, geographic location) <i>BASELINE:</i> <b>Male: 4.451</b> <b>Female: 1.256</b> <b>202 Target:</b> Male: 7500 Female: 2500</p>	<p>Universal Periodic Review (UPR), UNIOGBIS reports</p> <p>Government reports</p> <p>Survey Ministry of Justice and UNDP</p> <p>Reports Ministries of Justice, Labor, Courts, Justice Access Center</p> <p>Survey and reports Ministry of Women and UNWomen</p> <p>CONEL report</p>	<p><b>Hypotheses</b></p> <ul style="list-style-type: none"> <li>- Respect for the separation of powers</li> <li>- Maintenance of the consensus and dialog among the political parties</li> <li>- Noninterference of armed and security forces in the political game</li> <li>- Maintenance of support from the international community</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>- Non-respect for the separation of powers</li> <li>- Rupture of the consensus between political actors</li> <li>- Social explosion</li> <li>- Continued resistance from the heads of political parties to registering women as winners during legislative elections</li> </ul>	<p>UNIOGBIS</p> <p>UNDP</p> <p>UNFPA</p> <p>WHO</p> <p>FAO</p> <p>UNWOMEN</p> <p>UNODC</p> <p>UNESCO</p> <p>ILO</p> <p>PBF</p> <p>UNOPS</p>	<ul style="list-style-type: none"> <li>- President of the Republic</li> <li>- PNA</li> <li>- High Council of the Judicial Court.</li> <li>- Supreme Court</li> <li>- Court of Accounts</li> <li>- National Electoral Committee</li> <li>- Government (Ministries of Defense, Security, Justice and ministries of other sectors)</li> <li>- Political parties</li> <li>- CSOs</li> <li>- AFDB</li> <li>- European Union</li> </ul>	<p><b>69 007 801</b></p>	<p><b>56 602 000</b></p>	<p><b>125 679 801</b></p>

**NB: The indicators, including baselines and targets, must be disaggregated, to the extent possible, by sex, age, social status, and geographical location.**



Outcomes	Indicators, Baselines, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>2015-2025 Strategic Focus/2015-2020 Strategic Plan: Engines of Growth (Agriculture and Agro-industry, Fishing and Aquaculture, Tourism and Mining)</b>								
<b>National Priority: To promote sustainable inclusive and resilient economic growth and assure the emergence of a diversified economy in 2025</b>								
<b><u>Outcome 2:</u></b>  <b>Economic growth is inclusive and sustainable to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy.</b>	<p><b>Indicator 2.1:</b> GDP Growth Rate BASELINE: (2014): 2.5% 2020 Target: 5%</p> <p><b>Indicator 2.2:</b> Inequality Index (Gini Index) BASELINE: Not available 2020 Target: TBD</p> <p><b>Indicator 2.3:</b> Unemployment rate BASELINE: 18% 2020 Target: 15% (35% women)</p> <p><b>Indicator 2.4:</b> Average income level BASELINE: Not available 2020 Target: TBD</p> <p><b>Indicator 2.5:</b> Community Asset Score BASELINE: Not available 2020 Target: TBD</p> <p><b>Indicator 2.6:</b> Growth rate in agro-sylvo-pastoral, fishing and food production BASELINE: Not available 2020 Target: TBD</p>	<ul style="list-style-type: none"> <li>- National Accounts</li> <li>- National Reports</li> <li>WFP Annual Report</li> <li>ILAP Survey [Light Survey Poverty Assessment Report]</li> <li>Employment Survey</li> <li>Reports from development partners (UNDP, World Bank, AFDB, European Union)</li> <li>National Human Development Report</li> </ul>	<p><b>Hypotheses</b></p> <ul style="list-style-type: none"> <li>Availability of financial resources</li> <li>Respect for commitments undertaken by development partners at the round table in Brussels</li> <li>Implementation of the 2015-2025 strategy and the 2015-2020 Strategic and Operational Plan by the Government</li> <li>Institutional stability</li> </ul>	<ul style="list-style-type: none"> <li>UNDP</li> <li>UNICEF</li> <li>UNFPA</li> <li>UNECA</li> <li>UNCTAD</li> <li>FAO</li> <li>UNIDO</li> <li>UN - Women</li> <li>WFP</li> <li>UNESCO</li> <li>UNOPS</li> <li>UN - Habitat</li> <li>ILO</li> </ul>	<ul style="list-style-type: none"> <li>AfDB</li> <li>World Bank</li> <li>European Union</li> <li>IMF</li> <li>WADB</li> <li>ECOWAS</li> <li>WAEMU</li> <li>Government</li> <li>African Union (NEPAD)</li> <li>Private sector</li> <li><b>Employer and Employee Organizations</b></li> <li>Civil Society Organizations (CSO)</li> </ul>	<b>7 128 000</b>	<b>36 404 949</b>	<b>43 532 949</b>



Outcomes	Indicators, Baselines, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>Outcome 2 (cont.)</b>	<p><b>Indicator 2.8:</b> <i>Marketing rate of agro-sylvo-pastoral, fishing and food production</i>  <i>BASELINE: Not available</i>  <b>2020 Target: TBD</b></p> <p><b>Indicator 2.9:</b> <i>Proportion of women with access to credit and employment</i>  <i>BASELINE: Not available</i>  <b>2020 Target: TBD</b></p> <p><b>Indicator 2.10:</b> <i>Share of manufacturing/industrial sector in employment and the GDP</i>  <i>BASELINE: Not available</i>  <b>2020 Target: TBD</b></p>	<p>Reports, Ministries of Agriculture, Husbandry and Fishing</p> <p>FAO, WFP reports and studies</p> <p>Ministry of Industry Report, UNIDO Report Employment Survey</p>	<p><b>Risks</b></p> <p>State financial constraints</p> <p>Non-respect for commitments undertaken at the round table by development partners</p> <p>Institutional instability</p> <p>Climate change, risks, and disasters</p>	<b>Same</b>	Same			

**NB: The indicators, including baselines and targets, must be broken down, to the extent possible, by sex, age, social status, and geographical location.**



Outcomes	Indicators, Values/Reference Points, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>2015-2025 Strategic Focus/2015-2020 Strategic Plan: Human Development</b>								
<b>National Priority: Valorizing the Potential of the Bissau-Guinean Population</b>								
<p><b>Outcome 3:</b></p> <p><i>All citizens, particularly the most marginalized and vulnerable, have equitable, sustainable access to and use the health, nutrition, HIV/AIDS, water, sanitation and hygiene, education, and quality protection services.</i></p>	<p><b>Indicator 3.1:</b> Adult literacy rate BASELINE: 50,5% (MICS 5) <b>2020 Target:</b> 80%</p> <p><b>Indicator 3.2:</b> Pre-primary GER [Gross School Enrollment Rate] BASELINE: 14% (MICS 5) <b>2020 Target:</b> 70%</p> <p><b>Indicator 3.3:</b> Net Enrollment Rate (NER) BASELINE: 69.8% (RESEN [State Report on the Education System] 2015) <b>2020 Target:</b> 90%</p> <p><b>Indicator 3.4:</b> Vaccination coverage BASELINE: 64% (MICS 5) <b>2020 Target:</b> More than 85%</p> <p><b>Indicator 3.5:</b> Proportion of children under 5 years old sleeping under insecticide-treated mosquito nets (ITNs) BASELINE: 81% (MICS 5) <b>2020 Target:</b> More than 95%</p> <p><b>Indicator 3.6:</b> Proportion of children under 5 years of age with pneumonia treated with antibiotics BASELINE: 96.8% (MICS 5) <b>2020 Target:</b> 100%</p>	<p>EMIS [Educational Management Information System]</p> <p>MICS</p> <p>MICS</p> <p>MICS</p>	<p><b>Hypotheses</b></p> <p>- Political stability</p> <p>- Availability of funds</p> <p>- Increase in share of the budget for education at least 20%</p> <p>- Increase in share of the budget for education at least 15%</p> <p>- Increase of human and financial resources at the decentralized level</p>	<p>UNICEF</p> <p>UNAIDS</p> <p>UNESCO</p> <p>UNFPA</p> <p>ILO</p> <p>WFP</p> <p>UN - Women</p> <p>WHO</p> <p>UNOPS</p>	<p>- PNA</p> <p>- Government (Ministries of Education, Health, Agriculture, Commerce and Industry, Women and Social Affairs, Justice, Economy and Finances, Communication, Natural Resources)</p> <p>NGOs, CBOs [community-based organizations], FBOs [faith-based organizations]</p> <p>Academic institutions</p> <p>Private sector</p>	<p><b>15 001 599</b></p>	<p><b>116 048 998</b></p>	<p><b>128 618 998</b></p>



Outcomes	Indicators, Values/Reference Points, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>Outcome 3 (cont.)</b>	<b>Indicator 3.7:</b> <i>Proportion of children under 5 years old suffering from chronic malnutrition</i> <b>BASELINE:</b> 27.5% (MICS 5) <b>2020 Target:</b> 20%	MICS 2017, 2020	Commitment and participation of young people	Same	Same			
	<b>Indicator 3.8:</b> <i>Proportion of children at least 5 years old suffering from acute malnutrition</i> <b>BASELINE:</b> 16.8% (MICS 5) <b>2020 Target:</b> 10%	MICS	Reinforcement of the commitment of the Government					
	<b>Indicator 3.9:</b> <i>Proportion of pregnant women with access to ARV [antiretroviral drugs] (PMTCT) [Prevention of mother to child transmission]</i> <b>BASELINE:</b> 28% (SNLS 2013) <b>2020 Target:</b> 80%	MICS	<b>Risks</b>  Political instability					
	<b>Indicator 3.10:</b> <i>Proportion of children with access to ARVs</i> <b>BASELINE:</b> 8% (SNLS 2013) <b>2020 Target:</b> 30%	MICS						
	<b>Indicator 3.11:</b> <i>Proportion of young people (15-24) with knowledge of HIV prevention</i> <b>BASELINE:</b> 22.5% (MICS 5) <b>2020 Target:</b> Plus de 50%	MICS 2017, 2020 SNLS studies						
	<b>Indicator 3.12:</b> <i>Rate of defecation in open air</i> <b>BASELINE:</b> 17.7% <b>2020 Target:</b> 10%							
	<b>Indicator 3.13:</b> <i>Proportion of people with access to potable water</i> <b>BASELINE:</b> 74.8% (MICS 5) <b>2020 Target:</b> TBD	MICS 2017, 2020						
<b>Indicator 3.14:</b> <i>Proportion of children with birth certificates</i> <b>BASELINE:</b> 24% (MICS 5) <b>2020 Target:</b> 50%								



Outcome	Indicators, Values/Reference Points, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
<b>Outcome 3 (cont.)</b>	<p><b>Indicator 3.15:</b> <i>Drop-out rate</i>  <b>BASELINE:</b> 13.94%  <b>2020 Target:</b> 13%</p> <p><b>Indicator 3.16:</b> <i>Nutritional recovery rate</i>  <b>BASELINE:</b> 76.6%  <b>2020 Target:</b> 78%</p> <p><b>Indicator 3.17:</b> <i>Boy/girl ratio at primary level</i>  <b>BASELINE:</b> 0.90  <b>2020 Target:</b> 1.0</p> <p><b>Indicator 3.18:</b> <i>Proportion of women who are victims of GBV with access to services</i>  <b>BASELINE:</b> Not available  <b>2020 Target:</b> TBD</p> <p><b>Indicator 3.19:</b> <i>Contraceptive prevalence rate</i>  <b>BASELINE:</b> 14%  <b>2020 Target:</b> 25%</p>	<p>MICS 2017, 2020</p> <p>MICS</p> <p>MICS</p> <p>MICS</p> <p>MICS 2017, 2020</p>	Same	Same	Same			
	<p><b>Indicator 3.23:</b> <i>Proportion of demand for contraception not met</i>  <b>BASELINE:</b> 22%  <b>2020 Target:</b> 11%</p> <p><b>Indicator 3.24:</b> <i>Percentage of live births occurring in the presence of qualified medical personnel</i>  <b>BASELINE:</b> 43%  <b>2020 Target:</b> 56%</p>	<p>MICS 2010, 2020</p> <p>MICS 2010, 2020</p>	Same	Same	Same			

**NB: The indicators, including baselines and targets, must be broken down, to the extent possible, by sex, age, social status, and geographical location.**



Outcomes	Indicators, Values/Reference Points, Targets	Means of Verification	Risks and Hypotheses	United Nations Entities (Mission, Agencies)	Partners	Resources (USD \$)		
						Regular Resources	Resources to be Mobilized	Total
<b>2015-2025 Strategic Focus/2015-2020 Strategic Plan: Biodiversity and Natural Capital</b>								
<b>National Priority: To sustainably preserve and valorize natural resources</b>								
<p><b>Outcome 4:</b></p> <p><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></p>	<p><b>Indicator 4.1:</b> <i>Percentage of population using techniques and methods adapted to climate change (broken down by sex)</i>  <b>BASELINE:</b> 1.72%  <b>2020 Target:</b> 2.5%</p> <p><b>Indicator 4.2:</b> <i>Proportion of territory covered by protected areas</i>  <b>BASELINE:</b> 15%  <b>2020 Target:</b> 26%</p> <p><b>Indicator 4.3:</b> <i>Proportion of deaths / damage caused by accidents and natural disasters</i>  <b>BASELINE:</b> 15%  <b>2020 Target:</b> 26%</p> <p><i>Indicator 4.3: Level of nomination of natural heritage sites to the World Heritage Sites list</i>  <b>BASELINE:</b> 0  <b>2020 Target:</b> 2</p>	<p>Reports, Ministry of the Environment</p> <p>IBAP reports</p> <p>UNDP Reports</p> <p>WCPA [World Commission on Protected Areas] and IUCN [International Union for Conservation of Nature and Natural Resources] reports</p>	<p><b>Hypotheses</b></p> <p>Availability of financial resources</p> <p>- Good climatic conditions</p> <p>- Political commitment consistent with a medium-term approach to sustainability</p> <p><b>Risks</b></p> <p>- Political instability</p> <p>- Deficient mechanisms for the management and conservation of sites</p> <p>- Impact of the framework for granting fishing licenses</p> <p>- Low attraction for investors, particularly foreign investors, in Guinea Bissau</p>	<p>UNDP</p> <p>FAO</p> <p>UNOPS</p> <p>UNESCO</p> <p>UN - Habitat</p>	<p>Government (Secretary of State for the Environment, IBAP, NISR {National Institute for Studies and Research}, NIDE [National Institute for the Development of Education])</p> <p>European Union</p> <p>IUCN</p> <p>National NGOs</p>	<p><b>3 398 000</b></p>	<p><b>36 928 500</b></p>	<p><b>40 326 500</b></p>

NB: The indicators, including baselines and targets, must be broken down, to the extent possible, by sex, age, social status, and geographical location.



**Matrix of Distribution of Financial Resources Allocated by Outcome (USD \$)**

Resources  Outcomes	Regular/Ordinary Resources (RR)	Resources to be Mobilized (RM)	Total Resources (TR)
<p><b><u>Outcome 1</u></b> 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>	<i>69 007 801</i>	<i>56 602 000</i>	<i>125 679 801</i>
<p><b><u>Outcome 2</u></b> Economic growth is inclusive and sustainable, to promote poverty reduction, decent jobs, food security, and the structural transformation of the economy</p>	<i>7 128 000</i>	<i>36 404 949</i>	<i>43 532 949</i>
<p><b><u>Outcome 3</u></b> All citizens, particularly the most marginalized and vulnerable, have equitable, lasting access to and use the health, nutrition, HIS/AIDS, water, sanitation and hygiene, education, and quality protection services.</p>	<i>15 001 599</i>	<i>116 048 998</i>	<i>128 618 998</i>
<p><b><u>Outcome 4</u></b> The public institutions, Civil Society Organizations and the private sector ensure the promotion of the sustainable management of the environment and natural resources, risk management, and disaster prevention.</p>	<i>3 398 000</i>	<i>36 928 500</i>	<i>40 326 500</i>
<b>Total Resources (RR, RM)</b>	<i>94 605 400</i>	<i>245 984 447</i>	<i>340 589 847</i>

**Appendix II: Monitoring and Evaluation Calendar 2016-2020**

Activities	Period				
	2016	2017	2018	2019	2020
<b>Studies and Surveys</b>	<ul style="list-style-type: none"> <li>- SMART</li> <li>- ILAP3</li> <li>- Employment Survey</li> <li>- Monitoring survey on the state of food and nutritional security</li> <li>- Baseline study for several indicators in the Partnership Framework</li> </ul>	<ul style="list-style-type: none"> <li>- MICS 6</li> <li>- Monitoring survey on the state of food and nutritional security</li> </ul>	<ul style="list-style-type: none"> <li>- RESEN</li> <li>- ILAP 4</li> <li>- Employment Survey</li> <li>- Monitoring Survey on the State of Food and Nutritional Security</li> <li>-Demographic and Health Survey (EDS)</li> </ul>	<ul style="list-style-type: none"> <li>- SMART [Methodological System for Assistance in Conducting Tests]</li> <li>- General Population Survey (GPHC)</li> <li>- Monitoring Survey on the State of Food and Nutritional Security</li> </ul>	<ul style="list-style-type: none"> <li>- MICS 7</li> <li>- ILAP 5</li> <li>- Monitoring Survey on the State of Food and Nutritional Security</li> </ul>
<b>Monitoring on Implementation</b>	Annual review	Annual review	Annual review	Annual review	Annual review
<b>Evaluation</b>			Mid-Term review of 2016-2020 Partnership Framework	Final review of 2016-2020 Partnership Framework	



<p><b>Strengthening of Monitoring and Evaluation Capacities</b></p>	<ul style="list-style-type: none"> <li>- Strengthening of national monitoring and evaluation system, Plan Monitoring Office</li> <li>- NIS technical support for the collection, analysis, and management of data (GUINEEBISSAUIINFO database, IMIS System)</li> <li>Strengthening of the National Health Information System (NHIS) - NPHI</li> <li>- Strengthening of planning, monitoring, and evaluation mechanisms, Ministries of sectors</li> <li>- Training in RBM, monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening of the national monitoring and evaluation system</li> <li>- NIS / NPHI technical support for the collection, analysis, and management of data (GUINEEBISSAUIINFO database, IMIS System)</li> <li>- Strengthening of planning, monitoring, and evaluation mechanisms, Ministries of sectors</li> <li>- Training in monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening of national monitoring and evaluation system</li> </ul>		
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Activities	Period				
	2016	2017	2018	2019	2020
<p><b>Use of Information</b></p>	<p>Dissemination, advocacy, and support for the use of the results of ILAP, Food and Nutritional Security Study, Employment Survey</p>	<p>Dissemination, advocacy, and support for the use of the results of MICS, ILAP, Food and Nutritional Security Study, Employment Survey</p>	<p>Dissemination, advocacy, and support for the use of the results of MICS, ILAP 4, RESEN, EDS, Food and Nutritional Security Study, Employment Survey</p>	<p>Dissemination, advocacy, and support for the use of the results of GPHC, Food and Nutritional Security Study, Employment Survey</p>	<p>Dissemination, advocacy, and support for the use of the results of MICS 7, ILAP 5, Food and Nutritional Security Study, Employment Survey</p>
<p><b>Development of Partnerships in Monitoring and Evaluation</b></p>	<p>NIS, NPHI, AFDB, UNECA</p>	<p>NIS, NPHI, ABD, UNECA</p>	<p>NIS, NPHI, ABD, UNECA</p>	<p>NIS, NPHI, ABD, UNECA</p>	<p>NIS, NPHI, ABD, UNECA</p>

**Appendix III a: Core International Treaties on Human Rights Ratified by Guinea-Bissau**

Description of Treaty	Date of Ratification
Universal Declaration of Human Rights	9/17/1974
Convention on the Elimination of All Forms of Discrimination Against Women	8/23/1985
Convention on the Rights of the Child	8/20/1990
International Covenant on Economic, Social, and Cultural Rights	7/2/1992
Optional Protocol to the Convention on the Elimination of All Forms of Discrimination Against Women	8/5/2009
International Covenant on the Elimination of All Forms of Discrimination	11/1/2010
International Covenant on Civil and Political Rights	11/1/2010
Optional Protocol to the Convention on the Rights of the Child related to the Sale of Children, Child Prostitution and Child Pornography	11/1/2010
First Optional Protocol to the International Covenant on Civil and Political Rights	9/24/2013
Second Optional Protocol to the International Covenant on Civil and Political Rights, Related to the Abolition of the Death Penalty	9/24/2013
Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment	9/24/2013
Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment	9/24/2013
Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict	9/24/2014
Convention on the Rights of Persons with Disabilities	9/24/2014



**Appendix III b: Core International Treaties on Human Rights Signed but Not Ratified by Guinea-Bissau**

Description du Treaty	Date de signature
International Convention on the Protection of the Rights of All Migrant Workers and Their Families	9/12/2000
Optional Protocol to the Convention on the Rights of Persons with Disabilities	9/29/2013
International Convention for the Protection of All Persons from Enforced Disappearance	9/24/2013
Optional Protocol to the Convention on the Rights of the Child regarding the Complaint Procedure	9/24/2013
Optional Protocol to the International Covenant on Economic, Social, and Cultural Rights	9/25/2010



**2016 -2020 Partnership Framework between Guinea-Bissau and the United Nations  
Republic of Guinea-Bissau**

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