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STRATEGIC AND OPERATIONAL PLAN FOR 2015-2020 – “TERRA RANKA”

Executive Summary & Portfolio of Projects

Room Document 2

DAC Meeting, 15 December 2015

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REPÚBLICA DA GUINÉ-BISSAU

Guinea-Bissau 2025

STRATEGIC AND OPERATIONAL PLAN FOR 2015-2020
“Terra Ranka”

EXECUTIVE SUMMARY & PORTFOLIO OF PROJECTS



March 2015

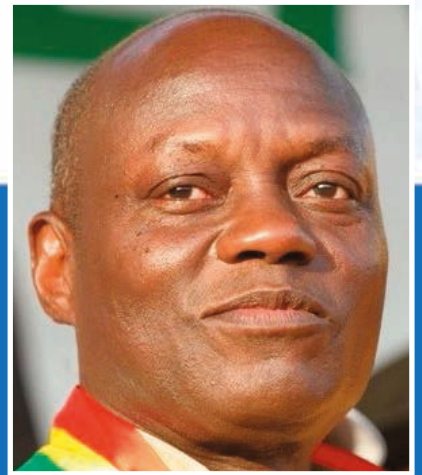
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ACRONYMS AND ABBREVIATIONS

AGETIP	Public works and employment agency
ECOWAS	Economic Community of West African States
EAGB	National electricity and water company
HLI	Highly labour-intensive
IBAP	Institute for Biodiversity and Protected Areas
EITI	Extractive Industries Transparency Initiative
MAB	Man and the Biosphere
MW	Megawatts
OMVG	Organisation for the Development of the Gambia River
SME	Small and Medium-sized Enterprises
PNIA	National Agricultural Development Programme
PPP	Public-Private Partnership
WARP	West African Regional Fisheries Project
RCCM	Trade and Personal Property Credit Register
SIGFIP	Integrated Public Finance Management System
SIMOFLOR	Guinea-Bissau forest vegetation tracking system
ICT	Information and Communication Technologies
DTT	Digital Terrestrial Television
WAEMU	West African Economic and Monetary Union
UNESCO	United Nations Educational, Scientific and Cultural Organisation





**MESSAGE OF HIS EXCELLENCY JOSÉ MARIO VAZ,
PRESIDENT OF THE REPUBLIC OF GUINEA-BISSAU**



All nations need a collective vision that shows them the path to a better future. Terra Ranka - Guinea-Bissau's strategic plan for 2025 – fulfils this fundamental requirement. It gives every *tabanca** in Guinea-Bissau a chance to start fresh.

Terra Ranka is a historic opportunity to finally achieve the aspirations that shaped our country's independence. This strategy draws first and foremost on a shared vision of the society we wish to build over the next ten years.

By 2025, our country will be on its way to becoming a prosperous and inclusive society that fosters rising living standards based on the sustainable development of our country's exceptional land and marine biodiversity. Our citizens will be united and our youth will thrive in a context of peace and economic opportunity.

Our vision is the result of in-depth reflection and wide debate among all national and international stakeholders. The process has helped us reach full cognizance of the potential of both our population and our natural resources. It has helped us understand how to best reinforce our natural and human capital so that we may build robust economic clusters to create the jobs and added value that are crucial to achieving our shared ambition. This vision is realistic. It is possible, for we have defined for ourselves a precise and consistent road map.

Preparing Guinea-Bissau's Terra Ranka strategy has allowed us to clearly identify the areas in which we should strategically concentrate our resources and our efforts. This discipline will be crucial to securing good governance and peace, functional infrastructure and resourceful human capital, prosperous cities and developed agro-industry, fishing, tourism and mining value chains. Terra Ranka also helps us grasp the extent to which the sustainable development of our renewable natural resources is the crux of our entire project. The State of Guinea-Bissau intends to be the first guarantor of sustainable development in our day-to-day lives; we are convinced it is a prerequisite for mustering all necessary resources to implement our national strategy.

My faith in the success of this strategy and the achievement of our goals emanates from my unshakeable confidence in the spirit of our people, in particular our youth, which has proven itself to be as ingenious as it is bold. Terra Ranka is for the young generation and for future generations, for, paraphrasing Antoine de Saint Exupéry, we did not inherit the land of Guinea-Bissau from our fathers, we borrowed it from our children. I implore each and every one of you to play your part in the success of our strategy. On behalf of our Nation, I thank you all in advance for your contribution to Guinea-Bissau's bright future. Long live the Republic, long live Guinea-Bissau! ”

José Mario VAZ

President of the Republic of Guinea-Bissau

*neighborhood, village in Guinea-Bissau



**MESSAGE OF MISTER DOMINGOS SIMÕES PEREIRA,
PRIME MINISTER OF THE REPUBLIC OF GUINEA-BISSAU**



2015 – 2025: ten years of reform and investment to spur Guinea-Bissau’s renewal forward. Ten years is both a very long and a very short period of time.

It is a long period of time because all the country’s citizens, all stakeholders, will have to sustain an unprecedented level of effort. This will often require changing deep-seated habits, sometimes renouncing certain practices, or striking out along unbeaten paths. For the Public Authorities we represent, the challenge will be to make sure the efforts we invest pay off in the long term and ensure the constant acceptance of change by all. The Government is convinced that this commitment shall be renewed, and the dynamic maintained, each time results are up to expectations. This is why we are aware of our most important responsibility in this historical process: that of rigorous, results-oriented leadership that guides the successful implementation of “Terra Ranka” so that, by 2025, we may live in a positive Guinea-Bissau, a politically stable, inclusively developed, well governed, and environmentally preserved Guinea-Bissau. The excellence of the implementation will create the dynamics of change so fervently desired by all. Tomorrow will be the first day of the rest of this historic decade, and I will make sure that this mindset guides the action of each member of the Government, of each public servant, day after day. 10% inspiration, 90% perspiration, as the Anglo-Saxons say. The time has come for us all to roll up our sleeves. I will make it my task to ensure my Government sets the example.

Our other key challenge will be that of continuously aligning the Administration’s daily responsibilities to the ambitious and realistic vision we have set for ourselves. We will have to keep it constantly in our sights and rise to the challenge of guiding government actions according to the fundamental, shared reference of our 2025 strategy. We will strive to drive forward economic and social progress through the sustainable development of renewable natural resources, rooting our policies in the protection of the exceptional biodiversity our country holds.

Ten years is also a very short period of time on the scale of a nation’s history. The national leap forward we aspire to carries the hope of a better long-term future. From this perspective, ten years of investment, ten years of effort, is not long. The Government has accepted the noble mission of conducting the first stages of our 2025 “Terra Ranka” strategy. We shoulder this responsibility with determination and commitment; we also move forward with confidence, knowing how precisely we have laid out our strategic priorities.

Drawing on all of the Nation’s vital forces, the Government will lead the transformation of the country and give our youth a future with opportunities to fulfil its dreams. I would like to thank everyone in the country and within the international community for your contributions and goodwill, without which Terra Ranka would be missing its essential quality – that of being a national asset to show the world and to galvanize the servants of the State. I would like to thank all of you for your contributions – none is actually too small in this circumstance – so that tomorrow it may become evident to everyone in the country, across the continent and around the world, that, as our creole so expressively says: “Sol de Guiné-Bissau na Iardi” Guinea-Bissau is shining! ”

Domingos Simões PEREIRA

Prime minister of the Republic of Guinea-Bissau

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EXECUTIVE SUMMARY

“Like all peoples of the world, we would like to live in peace, to work in peace, to build our own progress.”

Amilcar Cabral, Dar-es-Salam speech, 1965.

The independence struggle in Guinea-Bissau held the promise of social progress and the ambition to own the future. The intention of the fathers of the Bissau-Guinean Nation was to offer a better future to its people, and allow everyone to recognise the country as their home. In the words of Amilcar Cabral, “Our independence will allow us to develop our own culture, develop ourselves, and develop our country, by delivering people from suffering, poverty and ignorance”. 40 years after gaining independence, Guinea-Bissau has not yet seen these aspirations materialise. Economic difficulties have aggravated social tensions, encouraged ethnic isolationism and led to outbursts of violence. This negative cycle has been self-reinforcing and has prevented the realisation of the legitimate progressive aspirations of the Bissau-Guinean Nation. It is a negative cycle that can, however, be overcome, as the history of Humanity offers sufficient examples of nations making a leap that leads to a period of sustainable prosperity.

The ambition of the Guinea-Bissau 2025 strategy is to realize this promise of social progress. It offers a common project to the Bissau-Guinean people, as actors of the transformation that will ensure their collective fulfilment. The strategy aims to catalyze all the positive energies within and outside the country, in an ambitious, coherent action framework, which allows Guinea-Bissau to at last achieve its aspirations of prosperity and peace. Through this strategy, the vicious circle of instability and poverty can be overcome, allowing the nation to position itself in a perspective of sustainable development.

Youth is the basis underpinning the national leap forward that will drive the Guinea-Bissau 2025 strategy.

In Guinea-Bissau, the national leap of progress is underpinned by youth. More than 60% of the population is under 25 and the beginning of a demographic transition over the coming decade affords new opportunities. These young people have not experienced Portuguese colonisation or the struggle for

independence. They live in an era when the information and values of the whole world circulate and mingle. This young generation is not responsible for the vicious circle which has prevailed these past decades, although they do suffer the consequences. They have decided not to repeat the errors of the past and to rise to the challenge of a better destiny for the people of Guinea-Bissau. The Guinea-Bissau 2025 strategy is the tool that will allow young people to channel this aspiration for change and for a national leap forward. To break out of the aforementioned vicious circle, Guinea-Bissau will have to trigger positive dynamics which mutually reinforce one another and converge towards shared prosperity. It will have to (i) organise sectors that create wealth, based on the sustainable valorisation of its natural capital; (ii) restructure the governance of its institutions on a model that is inclusive, participatory, open to democratic dialogue and respectful of the differences in opinion and interests of the component groups of the population, to ensure social peace; and (iii) establish synergies between the collective activity of the Bissau-Guinean people and their inestimably rich natural environment, so that it works with and not to the detriment of the country's extraordinary biodiversity. A coordinated strategy that stimulates these three dynamics simultaneously over a period of ten years will effectively launch Guinea-Bissau on a virtuous cycle of progress.

VISION: A positive Guinea-Bissau, politically stable through inclusive development, good governance, and preservation of its biodiversity

In 2025, Guinea-Bissau will be a society based on solidarity, respectful of biodiversity and well on the way to prosperity. Guinea-Bissau has the capacity to make a permanent shift in its development path. The country is endowed with considerable natural capital. It has significant water resources (130 km³/yr in surface waters and 45 km³/yr in underground waters), a vast, rich maritime territory (105,000 km² along 270 km of coastline), and exceptional biodiversity, which provides significant ecosystem services to the whole of West Africa. Almost

10% of the land mass is covered in mangroves, the highest proportion in the world; 13% of the land and sea territory is under conservation to protect biodiversity (a proportion which will eventually rise to 26%); the Bolama-Bijagós islands, an exceptional natural site of 80 islands and islets, are a UNESCO MAB (Man & Biosphere) site, and several islands (as well as sites on land) are RAMSAR areas (wetlands of international importance). The economy of Guinea-Bissau today is based entirely on this natural capital, which represents 47% of per capita wealth, the largest proportion in West Africa¹.

Guinea-Bissau has become the fourth largest producer of cashew nuts in the world, thanks to the natural characteristics of its soil. Analysis shows, however, that by improving the quality of its cashew production and processing some of the crop locally, by 2025 it could increase the revenue from this sector by a factor of four. Above all, it shows that Guinea-Bissau has other credible growth engines, and that fishing, rice and tourism, along with, possibly, mining, will be the “cashews” of tomorrow. Guinea-Bissau’s economic future will therefore depend on its ability to ensure the sustainable management of its renewable natural resources.

In 2025, Guinea-Bissau will be an attractive, unified and well-governed country. It will be a good place to live, with the standard of living of an intermediate income country, offering opportunities for youth and domestic and international investors. In 2025, Guinea-Bissau will be a country where solidarity reigns, where poverty has been greatly attenuated and social inequalities contained. It will offer a framework in which people can thrive, where culture is dynamic and valued. In 2025, Guinea-Bissau will be a nature haven where biodiversity will be protected, with healthy ecosystems allowing sustainable management of precious renewable resources, supplying services to the whole sub-region and making a significant contribution to the major environmental balances of the planet. In 2025, Guinea-Bissau will be a stablehouse, built on solid foundations, enabling the population to write a new chapter in the nation’s collective history.

Guinea-Bissau, in 2025, will be a model of

sustainable development, whose biodiversity will be preserved and regenerated to maintain the long term potential for value creation of its renewable resources and entrench the country in a virtuous circle of prosperity. To achieve this, the yields and the quality of cashew will be boosted (spacing of trees and association with horticulture), the exploitation of fishing resources will be regulated to ensure their sustainable management (conservation of the mangrove and of the marine species, fishing quotas, strict control of the marine territory) and the exceptional quality of ecotourism sites shall be preserved (ring-fencing and management of marine and land protected areas; diversity of species for deep-sea fishing). Similarly, irrespective of their potential for wealth creation, underground resources (mining, hydrocarbons) will only be developed if it can be demonstrated that this can be done responsibly and that the impact on the environment can be fully controlled. Guinea-Bissau is aware of its potential in terms of sustainable development; it is aware that it could be a pioneer and salutary model for the continent, a proposal for harmonious development for the peoples, cultures, and local biodiversity. The critical option it chooses for development based on renewable natural resources leads the country to make a priority of preserving its natural capital and biodiversity. This will inspire the new Governance of the country, preside over the major choices in terms of infrastructure, urban development and human development, in particular with regard to vulnerable sections of the population which will be accompanied in their empowerment process. Thus, Guinea-Bissau will stand out for its commitment to sustainable development, the cornerstone of its development.

In 2025 Guinea-Bissau will have a diversified economy, drawing on four growth engines: agriculture and agro-industry, fishing, tourism and mining. The mainstays of agriculture and agro-industry will be the development of cashew and rice sectors. By exporting unprocessed cashew only, Guinea-Bissau captures less than a tenth of the sector’s value added today. The current goal is to achieve a fourfold increase in the revenue generated by the cashew sector

¹World Bank, Wealth accounting database.

between now and 2025. This goal shall be reached by (i) better valorising agricultural production, through a better quality of nut, a better yield and more efficient price negotiation; (ii) processing 30% of domestic production locally; and (iii) penetrating the best paying markets. This will be achieved by building technical and financial partnerships with the key international players and by setting up a “Cashew from Bissau” label. Furthermore, Guinea-Bissau intends to achieve self-sufficiency in rice by 2020, with a production of 450,000 tonnes, compared to 200,000 tonnes today, and become a net exporter in 2025 with production in excess of 500,000 tonnes. These results will be obtained by developing rice-growing in 54,000 hectares of rain-fed lowlands and mangroves, and through the improvement of rice-growing methods and the reconstitution of the country’s seed stock. In addition, the storage and distribution systems will be reorganised. Lastly, a policy of supporting the rice sector shall be promoted, targeted at young producers and implementing funding mechanisms for marketing and rice processing campaigns.

In 2025, fishing and fish farming will be the second growth sector in Guinea-Bissau. A vast continental shelf and river network constitute an important natural resource that Guinea-Bissau has not profited from very much up till now. Optimising the valorisation of this resource now presupposes that the country can ensure strict surveillance of its marine territory, effectively collect licence fees, define rules for the sustainable management of fishing resources and stimulate private investment. Financial support to operators will be directed first of all towards small-scale processing and fish-farming, which are more labour-intensive, and then, in a second phase after 2020, to industrial processing as part of a Special Economic Zone in Bissau. The ambition for 2025 is to produce 250,000 tonnes of products from the sea, triple the turnover of the sector and create 100,000 direct and indirect jobs.

Tourism will play the role of the third growth engine. Drawing on its exceptional biodiversity, Guinea-Bissau aims to become a world-renowned destination for ecotourism and beach resort tourism in

2025. By 2020, the Bijagós islands will serve as the country’s tourism “bridgehead” within the framework of a Special Tourism Zone managed by a dedicated agency. This agency shall handle the promotion of the Bijagos islands, which will become the flagship of world-renowned, high-end ecotourism services and deep sea fishing. To do so, the archipelago shall undergo an emergency infrastructure development programme and become a model of excellence for responsible ecosystem management, participatory and inclusive development and thriving local communities.

The mining sector shall constitute the fourth growth sector in 2025. Guinea-Bissau appears to have considerable mining potential. However, it will be developed on the basis of a regulatory framework that respects the country’s demands in terms of sustainable development. The exploitation of small-scale mining and the mining of building materials shall therefore be promoted, between now and 2020, and the exploitation of large mines will give preference in the short term to phosphates (Farim), followed by bauxite in the medium term. Meanwhile, the necessary feasibility, impact and opportunity studies will be carried out for the exploitation of hydrocarbons.

In 2025, a new economic map of Guinea-Bissau, around 9 economic hubs.

The Guinea-Bissau 2025 strategy shall transform the economic map of Guinea-Bissau. Today, beyond the production of cashew and rice, Guinea-Bissau’s economic activities and productive infrastructure are highly concentrated around Bissau, the capital city. Figure 1 shows that the implementation of the Guinea-Bissau 2025 strategy will favour the emergence of a new economic map, with 9 hubs spread across the entire country, which will be dynamic reservoirs of economic activity, jobs and urban life. The 9 hubs identified are: Bissau, the Bolama-Bijagós islands, Biombo, Cacheu, Farim, Bafatá, Gabú, Catio and Buba.

Figure 1 : Map of economic hubs by 2025



Source: Analysis Performances Group

The Guinea-Bissau 2025 Vision indicates the future destination and the 2015-2020 operational plan gives the principal axes that will lead there (the strategic guidelines). Figure 2 summarises Guinea-Bissau’s strategy: it shows the six axes

(foundations and pillars) that will be necessary to the building of the *house* of Guinea-Bissau 2025 and which converge towards sustainable and solidarity-based development.

Figure 2 : The House of Guinea-Bissau in 2025



The strategy for 2015-2025: How to build the house of Guinea-Bissau 2025.

The axis of growth sectors underpins the emergence of a diversified economy in 2025, alongside the traditional domestic sectors (housing and construction, trade) and the critical support sectors for competitiveness (power, telecoms), with four major growth sectors. To meet the legitimate expectations of the population, strong, concrete intermediate objectives have been defined for 2020 in each of the growth engines: self-sufficiency in rice, doubling revenue from cashew, expansion of tourism in the Bijagós (20,000 tourists in 2020), doubling revenue and value added from fishing, and the development of the building materials sector and the phosphate site at Farim.

In order to develop fully, the growth engines require the foundations of competitiveness to be in place. For example, fishing can only thrive through sustainable management of fishing resources, to ensure the renewal of the species. Five foundations have been identified, that constitute the five other strategic axes: peace and governance, biodiversity and natural capital, infrastructure and urban development, human development and the business environment.

Peace and Governance represent the very first priority. Without peace and good governance, internal and external confidence cannot be restored, and nothing sustainable can be initiated. Peace and governance are the starting point for establishing the virtuous circle Guinea-Bissau needs. It is not just a question of establishing authentically republican institutions, including the armed forces, for the long term, but also of endowing the administration with the capacity to lead the in-depth transformation of the country. This foundation is articulated around 5 fields of action: (i) the reform and modernisation of the administration, (ii) peace, defence and security, with a series of projects aimed at reforming the armed forces and demobilizing soldiers, (iii) justice, (iv) macroeconomic management and the reform of public finance management, and (v)

the promotion of local development, decentralisation and citizen participation. The strengthening of governance, over and above security and stability, should make it possible to build a modern administration that assumes its missions of steering and regulating and is wholly oriented towards the satisfaction of its users. This should also reflect an alignment of macroeconomic management on best practices to promote strong, sustainable and resilient growth. In this context, Guinea-Bissau shall improve its capacity to mobilise financial resources, while at the same time controlling the public debt. The programmes will aim to: (i) reinforce the tools for planning, programming and steering public policies, (ii) build the skills and means for collecting taxes, (iii) ensure transparent and efficient execution of public expenditure.

The purpose of the Biodiversity and Natural Capital axis is to conserve and sustainably develop the country's natural resources. This axis defines the rules regulating human activities to restrict population pressure on the environment and enhance the territory's resilience against climate change. It is articulated around two main fields of action: i) institutional development aimed at establishing a solid regulatory and institutional framework and endowing Guinea-Bissau with a legal corpus, a model of governance and innovative financing that confers on the country the status of an African nation in the global vanguard in terms of sustainable development, ii) sustainable management of ecosystems, which presupposes knowledge of these ecosystems and of the biodiversity, the better to safeguard vulnerable resources, which, by implementing the National protected areas strategy to valorise these zones, which will increase from 13% to 26% of the country's land mass over the coming years, to encourage the preservation of ecosystems throughout the land, making sure biological balances are respected, and lastly to set up a Climate Plan increasing the national territory's resilience to climate change. Guinea-Bissau is the 2nd most exposed country in the world to the effects of extremes in climate change after Bangladesh. A plan to protect the coast and a plan for adaptation and mitigation will be implemented in response to the risks faced by the people and the land.

The purpose of the Infrastructure and Urban Development axis is to endow the country with the logistics, power, digital and urban infrastructure it needs for development. Guinea-Bissau today suffers from a severe lack of infrastructure. To ensure the required level, this foundation is articulated around 4 fields of action: (i) transport, where bottlenecks will be removed (rehabilitation of the port and urban highways of Bissau, priority land routes, sea-river navigation channels); (ii) power and water, where it is a question of operating a major reversal by developing 160 MW by 2020 and significantly improving access to drinking water and sanitation; (iii) telecoms, to make it a real lever for the growth of the economy as a whole; and (iv) land planning and urban development, the immediate goal of which is to renovate and build the principal urban centres in such a way as to endow them with infrastructure and functional systems and set them up as business hubs. In this framework, the development of the Bolama-Bijagos archipelago and of the five principal urban centres will be a priority.

The Human Development axis aims to develop the potential of the population of Guinea-Bissau, while at the same time meeting basic needs, by creating a social safety net and developing skills, productivity and employability. It is divided into 4 fields of action: (i) education and jobs where, in parallel to the projects underway, a blueprint for education 2015-2025 will produce an operational plan of reform and investment aligned with the 2025 strategy, while a new National Employment Office will boost public action in this critical sector; (ii) health, where a master plan will be drawn up and an effective system for steering and monitoring put in place, as well as projects relative to infrastructure, medicines and the major endemic diseases; (iii) social protection, for a large scale reduction in poverty, through the creation of a safety net and real empowerment opportunities for the most vulnerable; and (iv) culture, youth and sports, which, among other things, shall bring forth large-scale cultural renewal. A national social development plan will be established, with a social protection component introduced along the lines of the “Bolsa Familia” in Brazil, and an empowerment component, which will support the most

vulnerable population groups (“the base of the pyramid”) through the creation of an ecosystem of innovative and entrepreneurial projects, in domains such as education, access to sanitation, water, power or housing.

The purpose of the Streamlining the business environment and Boosting the private sector axis is to create an environment that acts as an incentive for the private sector. It is a question of creating favourable conditions for the private sector to thrive, as it is essential to the development of investment and the deployment of the growth engines. The streamlining of the business environment is articulated around 3 programmes: (i) establishing a national legal framework that acts as an incentive and is coherent; (ii) the reform of the business context; and (iii) the setting up of integrated business platforms, including the creation of a multi-sector Special Economic Zone in Bissau.

The challenge of implementation

The Guinea-Bissau 2025 Plan “Terra Ranka” represents an ambitious plan to transform Guinea-Bissau in a decade. It will be implemented from 2015-2020 in six axes, twenty-three (23) fields of action, fifty-three (53) programmes and 115 projects, for a cost of 1 305 billion CFA francs. This plan is clear, all-encompassing and consistent. But the real battle will be implementation. For it to succeed, implementation is planned in stages, with measurable milestones attained at each of these stages. 2025 constitutes the timeline of the transformation plan. But 2020 has been defined as the first intermediate milestone, with initial objectives which are transformational (e.g. the development of tourism in the Bijagos, food self-sufficiency, the doubling of revenue from the cashew sector, the doubling of revenue and value added from fishing, and the start-up of a phosphates site at Farim). The agenda for the transformation of Guinea-Bissau includes one of the principal success factors for change – quickly obtaining the first visible results, which boosts the population’s confidence in the authorities and feeds the dynamics of change.

The second time-frame of the Plan is annual.

Priorities shall be defined each year and the annual achievements should be clearly measurable and visible for the population. In this framework, the priorities of 2015 have been defined: eight projects will be used to deal with immediate emergencies and nine programmes will initiate the strategic reversal of the situation of Guinea-Bissau.

During the first six months of the plan, eight projects will be used to tackle immediate emergencies.

It is critical to respond immediately to social emergencies, by supporting the demobilisation of combatants and helping them to find a place in civil society, and by boosting the urban population's access to water and electricity. It is also indispensable to respond to the financial emergency and increase the revenue of the State. This can be achieved by controlling revenue from fishing (surveillance and control of the maritime territory and management of fishing licences) and reorganising and building the capacity of the tax authorities. Lastly, responding to an economic emergency by removing the bottlenecks that prevent business development (EAGB, Bissau port, Saltinho 86 MW) is also a necessity.

Also during the first six months, 9 programmes will initiate Guinea-Bissau's strategic turnaround.

Three of them will endow the State with critical levers for steering and implementing the Guinea-Bissau 2025 strategy: (i) the establishing of a unit for monitoring the Strategic Plan, which will immediately be in charge of producing the operational master plans; (ii) the consolidation of public financial management, with the deployment of the information and public finance management system; and (iii) the setting up of three major State registers (private individuals, geo-reference data, legal entities), critical levers for the effectiveness of all public policy. Two programmes will be used to start the construction of critical and lasting foundations, at the level of biodiversity (the framework law on sustainable development and the strengthening of IBAP and the BioGuinea Foundation) and a social development (plan for the empowerment of the most vulnerable sections of the population). Lastly, four

programmes will accelerate growth, by releasing the potential of telecoms, initiating bold reforms of the business environment, improving agricultural value chains (rice and cashew) with the support of technical partners, and setting up the Bijagos tourism programme, in particular the special tourism zone.

Furthermore, four levers will be required for implementation to succeed: i) political will and example

to keep sight of the vision and strategy and show the way, in the day-to-day choices, values, attitudes and behaviour; **(ii) alignment of public action and strategy, at all levels:** the strategic goals must be produced from central to local level, via all the intermediate structures. The implementation of public action constitutes a long chain, each link of which is important to overall success. In this, the engagement and mobilisation of all is fundamental; **(iii) empowerment and accountability.** Players at each level must be fully empowered and accountable, within the framework of performance-linked contracts. Among them, agents in charge of the 53 programmes will play a particularly decisive role, as real agents of change within the administration; **(iv) steering by results.** A bureau will support a rigorous system for directing, monitoring and evaluating the plan.

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COSTS AND FUNDING OF THE PORTFOLIO OF PROJECTS

This note presents all the projects in the Strategic and Operational Plan for 2015-2020 (wave 1), along with their cost and funding status. The costs of the projects for which funding has already been secured or announced have been taken from the figures supplied by the Ministry of Finance and the main financial partners.

An operational plan for 2015-2020, structured around programmes and implemented in several waves of projects

The Operational Plan for Guinea-Bissau 2015-2020 is deployed in 23 policy areas, 53 programmes and 115 projects which lay the foundations for the transformation of the country. The implementation approach will be focussed particularly around the 53 programmes. This is the level on which government action will be aligned with strategy, the global planning of the projects will be produced and the different players involved will be mobilised and coordinated. The programmes will be implemented through successive waves of projects, taking into account the natural cycle in which some projects end as others begin. The first wave shall constitute the portfolio of projects for the period 2015-2020.

This first portfolio of projects shall initiate a cycle of

dialogue with the development partners for the implementation of the 2025 strategy. It enables Guinea-Bissau, while proceeding with the projects in progress, to initiate the strategic turnaround the transformation plan requires – in other words, to lay the first bricks and build the foundations of the house of Guinea-Bissau 2025. The funding of this first portfolio of projects, at an estimated global cost of approximately 1,305 billion CFA Francs, is the subject of the roundtable in Brussels on March 25, 2015, with Guinea-Bissau and its technical and financial partners. Dialogue with the private sector may also be appropriate, as some fifteen projects, estimated at approximately 250 billion CFA Francs, have been identified as suitable for private investment or public-private partnerships.

This document presents all of the first portfolio of projects for the Guinea-Bissau 2025 strategy, for each of the six strategic axes: Peace and Governance, Natural Capital and Biodiversity, Infrastructure and Urban Development, Human Development, Business Environment and Growth sectors (Agriculture and Agro-industry, Fishing, Tourism and Mines).



Reform and modernisation of the administration (Peace and Governance axis)

The purpose of these programmes is to give the State of Guinea-Bissau the means to perform the missions of designing, managing, implementing, monitoring and evaluating public policy. They cover: (i) the strategic management and monitoring of public policies, (ii) the reform and capacity building of the administration and (iii) the implementation of the State registries.

The first programme – called “Strategic management and monitoring of public policies” - aims to endow the Head of government of Guinea-Bissau and his team with real levers for managing and implementing the country’s transformation, through two projects: (i) a key support office for managing and monitoring the Plan and; (ii) a operationalization plan for the Strategy, enabling the update of all the operational sector plans, the definition and prioritisation of all the investment projects required by the strategy (infrastructure for transport, power, telecoms, schools, sanitation, housing, land planning, agriculture and agribusiness, fishing, tourism, mines, sector plans and the national social development plan). This operational deployment of the Plan in a precise portfolio of projects will provide better monitoring, more efficient implementation and facilitate the search for funding by drawing on solid project proposals. The



second programme - “Reforms and capacity-building of the administration” – aims to reorganise the existing administration and build a modern and effective one, dedicated to the service of its clients. The third programme - “State registries” – aims to endow Guinea-Bissau with the data and statistics required by a modern State, that is to say the citizens’ registry, the legal entities registry and the mapping of the territory. These data today constitute an essential lever for the effectiveness of all public policy.

These three programmes require almost **12.2 billion CFA francs** in funding. Approximately 321 million CFA francs have already been secured and will be dedicated to the capacity-building of the administration.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFAF)	Secured (in millions of CFAF)	Needs		Source of the finance	Type		
						In millions of CFA F	In millions of \$				
Peace and Governance	Reform and modernisation of the administration	1. Strategic management and monitoring of public policies	Steering and monitoring of the strategic plan	1 500	-	1 500	2.5		Public		
			Drafting of sector plans to operationalize the strategy: transport and land planning, power, water, telecoms, education, health, social security, empowerment, agriculture and agribusiness, fishing, tourism, mines	2 000	293	1 707	2.8		Public		
		2. Reform and capacity building of the administration	Reform and modernisation of the public administration	2 000	-	2 000	3.3		Public		
			Optimisation of civil service headcount: study of pension fund and finding jobs for retrenched personnel	3 500	-	3 500	5.8		Public		
		3. Major State Registries	Register of private individuals. Section 1: National identity card, with biometric identifiers (multi-purpose card)	2 000	28	1 972	3.3		Public/Private		
			Geo-referenced data (mapping of the national territory)	1 000	-	1 000	1.7		Public		
			Legal entities (1. Registry of Commerce, 2. Tax identity)	150	-	150	0.3		Public		
		SUBTOTAL				12 150	321	11 829	19.7		

Peace, defence, security & Justice (Peace and Governance axis)

Peace, defence, security and justice are absolutely essential foundations for building the future because without them, nothing sustainable can be initiated. They are deployed in four programmes: (i) reform of the defence and security forces; (ii) promotion of reconciliation and national dialogue; (iii) reform of the legal system and; (iv) protection of human rights and public liberties. The “Reform of defence and security”

programme is aimed in particular at the reorganisation, modernisation of the armed forces and finding jobs for former soldiers after decades of instability. The “Reform of the legal system” programme aims at boosting the legal administration and the State of law.

These programmes require a considerable budget, approximately **167 billion CFA francs, representing 13% of the total budget of the portfolio of projects**. With less than 2.5 billion in funding secured, the mobilisation of partners to meet this challenge remains critical.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type
						In millions of CFA F	In millions of \$		
Peace and Governance	Peace, defence and security	4. Reform of the of defence and security forces	Reform of the defence and security sector (including the creation of a special navy force for the surveillance of the maritime and island zones)	75 842	-	75 842	126.4		Public
			Pension and benefits fund (demobilisation and social reintegration)	48 104	560	47 544	79.2		Public
			Reorganisation and modernisation of the industrial production of the armed forces - “Batalha de Komo”	33 314	-	33 314	55.5		Public
	Justice	5. Promotion of Reconciliation and national dialogue	National reconciliation and the building of the mechanisms of dialogue and participation in public action	1 021	-	1 021	1.7		Public
			6. Reform of the legal system	Strengthening of the legal administration and the State of law	8 717	1 832	6 885	11.5	
		7. Protection of Human rights and public liberties.	Protection of human rights and public liberties (development of the institutional framework + Promotion of human rights in relation with the target population groups)	300		300	0.5		Public
			SUBTOTAL			167 298	2 392	164 906	274



Macroeconomic management and reform of public finance management & Promotion of local development, decentralisation and citizen participation (Peace and Governance Axis)

The strengthening of macroeconomic management and of the management of the country's public finances, as well as the promotion of local development also

constitute priorities for the good governance and transformation of Guinea-Bissau. Four (04) programmes will contribute to these objectives: (i) the strengthening of macroeconomic management; (ii) the consolidation of public finance management; (iii) the reform of territorial administration and local authorities and; (iv) decentralisation and promotion of participatory development.

These programmes will require total funding of approximately **20 billion CFA francs**, of which 3.6 billion CFA francs have been secured.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type
						In millions of CFA F	In millions of \$		
Peace and Governance	Macroeconomic management and reform of public finance management	8. Strengthening of macroeconomic management	Stabilising the macroeconomic framework and enhancing the country's macroeconomic management capacities	1 000	-	1 000	1.7		Public
			Capacity building of the National statistics institute	1 000	29	971	1.6		Public
		9. Reform of public finance management	Enhancing and consolidation of the public finance integrated management system (SIGFIP)	2 137	-	2 137	3.6		Public
			Support to the reform of economic and financial management	6 750	3 500	3 250	5.4		Public
	Promoting local development, decentralisation and citizen participation	10. Reform of territorial administration and local authorities	Drafting of a strategy and implementation of decentralisation measures – involvement of the legislative power and of civil society	1 150	-	1 150	1.9		Public
			Decentralisation and local development project	8 000	-	8 000	13.3		Public
		11. Decentralisation and Promotion of participatory development	Promotion of women's participation in political activities	500	125	375	0.6		Public
SUBTOTAL				20 537	3 654	16 883	281		



Biodiversity and sustainable management of natural capital axis

This axis constitutes the cornerstone of Guinea-Bissau's strategy for 2025. It aims to preserve the ecosystems, sustainably develop the country's natural resources, and make Guinea-Bissau a model country in terms of sustainable development. Six (06) programmes are planned: (i) institutional reforms and the regulatory framework for environmental and sustainable development management; (ii) capacity building in the management of natural capital; (iii) knowledge and surveillance of natural resources, iv) management of protected areas; (v) preservation of ecosystems; and (vi) drafting and implementation of a Climate Plan.

Essential projects are scheduled at institutional level with, for example, the drafting of a regulatory framework for sustainable development and the creation of the National Environment Fund to preserve the resources of the Bio-Guinea Foundation over the long term. The programme devoted to knowledge and surveillance of natural resources, including the projects to conduct an inventory of natural resources and control maritime territory, shall be decisive for ensuring the sustainable management of ecosystems, while strengthened management of the protected areas will



be implemented as part of the national protected areas strategy. Lastly, the climate programme will allow Guinea-Bissau to anticipate and cope with the serious threats related to climate change.

This Natural capital and biodiversity axis requires approximately **48 billion CFA francs** in funding, of which 6 billion CFA francs are secured.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type	
						In millions of CFA F	In millions of \$			
Biodiversity and natural capital	Institutional development	12. Institutional reforms and regulatory framework of environment and sustainable development management	Drafting the regulatory framework of sustainable development and support for the implementation of international conventions	760	260	500	0.8		Public	
			Creation of the National Environment Fund (NEF)	2 000	-	2 000	3.3		Public	
			Institutional capacity building in the field of research and control	2 416	-	2 416	4.0		Public	
			Creation of a Centre for the treatment of Chemicals and their Residues	2 000	-	2 000	3.3		Public/Private	
			Creation of a solid waste treatment centre	2011	-	2011	3.4		Public/Private	
	13. Capacity building in natural capital management		Capacity building in environmental and forestry management.	3 000	500	2500	4.2		Public	
	Sustainable ecosystem management	14. Knowledge and surveillance of natural resources	Surveillance and control of maritime territory	7 000	-	7 000	11.7		Public/Private	
			Inventory and characterisation of fishing resources	1 500	-	1 500	2.5		Public	
			Inventory of forests and System of monitoring the Forestry vegetation of Guinea-Bissau (SIMOFLOR)	5 408	650	4 758	7.9		Public	
		15. Management of protected areas (implementation of SNAP)	Building of IBAP and implementation of the Bio-Guinea foundation's National system of protected areas	1 500	500	1 000	1.7		Public	
			16. Preservation of ecosystems* (*excluding the management of protected areas and agro-pastoral ecosystems)	Sustainable management of natural resources (water, soils and forests)	8 000	547	7 453	12.4		Public
				Project for the conservation of biodiversity, including marine biodiversity	2 000	404	1 596	2.7		Public
			Sustainable management of wildlife resources	1 250	-	1 250	2.1		Public	
	17. Drafting and implementation of a Climate Plan	National plan and projects for adapting to climate change	3 200	1 737	1 463	2.4		Public		
Capacity building for adapting and resilience towards climate change		6 250	1 582	4 668	7.8		Public			
SUBTOTAL				48 295	6 180	42 115	70.2			

Infrastructure and Urban Development axis

Guinea-Bissau's severe lack of infrastructure justifies the start-up of ambitious projects and significant investment efforts to endow the country with the logistics, power, telecoms and urban development infrastructure necessary for its development. Thirteen programmes have been identified to implement the strategy in four (04) policy areas which are: (i) transport, where bottlenecks will be removed (rehabilitation of the port and urban highways of Bissau, priority land routes, sea-river navigation channels); (ii) power and water, where it is a question of operating a major reversal by developing 160 MW by 2020 and significantly improving access to drinking water and sanitation; (iii) telecoms, to make it a real lever for the growth of the

economy as a whole; (iv) land planning and urban development, the immediate goal of which is to renovate and build the principal urban centres.

In each of these areas, two principal types of programmes emerge: those dedicated to reforms and institutional strengthening (restructuring of the EAGB, reform of traditional telecommunications operator, and update of the regulatory frameworks) and those devoted to the implementation of the infrastructure blueprints.

This axis requires almost **790 billion of CFA francs** in funding, 61 billion of which are secured. 13 of these projects, for a total amount of approximately 320 billion CFA francs, could be funded by the private sector or as part of public-private partnerships (including the construction of Buba port and Saltinho Dam for a global amount of approximately 300 billion CFA Francs).



Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type
						In Millions of CFA F	In millions of \$		
Infrastructure and urban development	Transport	18. Reforms and strengthening institutions	Reforms of the transport sector (study and implementation of the reforms)	500	-	500	0.8	Public	
		19. Implementation of the transport infrastructure management scheme	Construction of Farim bridge and the Farim-Tanaf section of road	27 600	-	27 600	46.0	Public	
			Rehabilitation and construction of urban highways in Bissau	65 000	37 000	28 000	46.7	Public	
			Construction of 9 markets in the capital and secondary towns	3 300	-	3 300	5.5	Public	
			Restructuring of Port Bissau	25 000	8 000	17 000	23.3	Public	
			Construction of 7 passenger coach stations in the main towns	2 450	-	2 450	4.1	Public/Private	
			Rehabilitation and construction of national and regional roads	36 000	-	36 000	60.0	Public	
			Construction of the Gabu Pirada and Gabu Buruntuma roads	33 000	-	33 000	55.0	Public	
			Construction of the Buba Catio Enxudé, Canchungo-Caio, Canchungo-Calequisse roads	48 000	-	48 000	80.0	Public	
			Programme of construction and rehabilitation of 5km of urban highway in 9 regions	33 000	-	33 000	55.0	Public	
			Urban mobility programme for the town of Bissau	3 500	-	3 500	5.8	Public/Private	
			Construction of a deep-water port at Buba (feasibility study)	133 400	-	133 400	22.3	Public/Private	
			Deep-water port at Pikil (feasibility study)	600	-	600	1.0	Public/Private	
			Project for sea-river transport (ships, infrastructure, security)	4 500	-	4 500	7.5	Public/Private	
	Rehabilitation of Osvqldo Vieira airport	11 200	-	11 200	18.7	Public/Private			
	Power & Water	20. Reforms and institutional building of the electricity and water sector	Restructuration of the EAGB and reform of the institutional and regulatory framework for water	270	-	270	0.5	Public	
		21. Implementation of the power - production projects management scheme	Construction of Salinho hydroelectric power station - Phase 1	166 600	-	166 600	277.7	Public/Private	
			Electricity production capacity building project (heavy fuel power station at Bôr, 50 MW)	37 800	13 760	24 040	40.1	Public	
		22. Implementation of the water master plan - production projects	Water for sanitation and hygiene programme	4 000	1 758	2 242	3.7	Public	
			Integrated management of the Curubal hydrographical basins	3 000	-	3 000	5.0	Public	
			the country	13 951	-	13 951	23.3	Public	
		23. Rehabilitation and strengthening of the water and power network	Study and construction of the national electrical power grid	16 118	-	16 118	26.9	Public	
			Project for OMVG interconnection	40 437	-	40 437	67.4	Public/Private	
			Enhancement of electricity service in the town of Bissau (25 km of distribution network)	9 900	-	9 900	16.5	Public	
			Rural electrification project	2 000	57	1 943	3.2	Public/Private	
	Multi-sector infrastructure rehabilitation project		2 358	350	2 008	3.3	Public		
	Telecoms	24. Reforms and strengthening of institutions	Updating of legislation on the digital economy	100	-	100	0.2	Public	
			Reform of Guinea Telecom operator - GuineTel	750	-	750	1.3	Public/Private	
			Promotion and implementation of the digital plan	5 000	-	5 000	8.3	Public	
			Access to submarine cable (technical study and implementation) and national fibre optic backbone - wave 1	30 550	-	30 550	59.9	Public/Private	
Land planning and urban development	25. Basic digital infrastructure	DTI project	12 500	-	12 500	20.8	Public		
		Legal and regulatory framework urban planning and housing (the Code on Private and State-owned Land and housing)	500	59	441	0.7	Public		
	26. Reforms and institutional strengthening	Promotion of the national territorial development plan (management scheme and independent funds)	800	-	800	1.3	Public		
		27. Emergency programme for the integrated development of the Bijagós islands	Integrated infrastructure and human development programme for the Bijagós (Bubaque airport, electricity, telecoms, health centre, school, vocational training centre, etc.)	5 000	-	5 000	8.3	Public/Private	
	28. Urban development management scheme	Management scheme for urban sanitation of the main cities (Bissau, Cacheu, Buba and Bafata)	1100	-	1100	1.8	Public		
		Promotion and development of the long-term financing of social housing with the support of the technical and financial partners	3 000	-	3 000	5.0	Public		
		29. Housing and construction	Highly labour-intensive public works programme (HLI)/AGETIP	5 000	-	5 000	8.3	Public	
SUBTOTAL				783 780	60 984	727 800	1 211.3		



Human Development axis

The aim of the human development axis is to realise the full potential of Guinea-Bissau’s human capital. It comprises four (04) policy areas: (i) Education and employment, to build an education system more geared towards jobs; (ii) health, for projects relative to health infrastructure, medicines, major endemic diseases and the setting up of an effective management and

monitoring system; (iii) social security, for a large-scale reduction of poverty, through the creation of a safety net and real empowerment opportunities for the most vulnerable and; (iv) Culture, Youth and Sports, to accompany the cultural renaissance of Guinea-Bissau and revitalise sports and youth policies.

Six (06) programmes are planned in this framework, for an amount of approximately **87 billion CFA Francs**, of which 18 billion CFA Francs is secured.

Foundations and growth sectors	Fields of action	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type
						In Millions of CFA F	In millions of \$		
Human development	Education and Employment	30. Reforms and strengthening of institutions and implementation of the management scheme	Education information and management system	1 000	293	707	1.2		Public
			Strengthening of the quality and capacities of pre-school, primary and secondary education and promotion of gender equality (including the construction of primary and secondary schools)	17 000	5 589	11 411	19.0		Public
			Reform and strengthening of the quality and capacities of higher education (including the construction of university infrastructure)	10 000	15	9 985	16.6		Public/Private
			Strengthening of the quality and capacities of vocational training (including the construction of infrastructure for vocational training)	10 000	-	10 000	16.7		Public
			School canteens (infrastructure and food products)	5 000	-	5 000	8.3		Public
	Health	31. Reforms and institutional strengthening	Institutional strengthening (steering, monitoring, resources)	2 000	410	1 590	2.7		Public
			32. Implementation of the health management scheme	Medicine procurement programme	1 500	446	1 054	1.8	
		33. Special health programmes	Acquisition of means of transport for health evacuation	500	-	500	0.8		Public
	Social protection, gender promotion, combating poverty	34. Empowerment and gender (National blueprint for support to vulnerable sections of the population/BOP)	Programme (AIDS; malaria; Tuberculosis; child development "health and nutrition"; assistance and protection of women, etc.)	33 700	9 600	24 100	40.2		Public
			Women's economic empowerment projects	3 000	1 887	1 113	1.9		Public
	Culture, Youth and Sports	35. Culture	Construction of the Palace of Culture	1 500	-	1 500	2.5		Public
			Construction of the National Library	2 000	-	2 000	3.3		Public
	SUBTOTAL				87 200	18 240	68 960	114.9	



Business environment axis

The aim of this axis is to build an environment that acts as an incentive to the private sector and the growth sectors. It is articulated around 3 programmes: (i) the implementation of a national legal framework that acts as an incentive and is consistent; (ii) the reform of the business context and; (iii) the creation of integrated economic platforms.

The “Business-friendly and coherent national legal framework” programme, within the framework of a consistent, integrated approach, will be used to draft or update the sector codes of Guinea-Bissau’s main growth

sectors. The reform of the business environment will be ambitious and pragmatic, focusing initially on improvement of the Doing Business classification, in partnership with the private sector. The third programme - “Creation of integrated economic platforms” – will make it possible to endow the country with two centres of excellence in terms of business climate, the Special Tourism Zone of the Bijagos and the Special Economic Zone of Bissau, devoted in particular to the transformation of fishing products and cashew nuts.

These programmes, for a cost of **17 billion CFA Francs**, have no funding yet.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFAF)	Secured (in millions of CFAF)	Needs		Source of the finance	Type
						In Millions of CFA F	In millions of \$		
Business environment.	Improvement of the business environment and development of the private sector	36. Business-friendly and coherent national legal framework	Drafting of incentivising sector codes (agriculture, agribusiness, tourism, mines and fisheries)	500	-	500	0.8		Public
			Doing Business reforms and public-private dialogue	1 800	-	1 800	3.0		Public
		37. Reform of the business framework	Support for the Investment Promotion Agency/Business Facilitation Centre	1 200	-	1 200	2.0		Public
			Regulations and support for SMEs	100	-	100	0.2		Public
			Support for the implementation of the development plan for an inclusive financial sector	3 000	-	3 000	5.0		Public
		38. Integrated economic platforms	Drafting of a regulatory framework for Special Economic Zones	275	-	275	0.5		Public
			Bissau Special Economic Zone (study and implementation)	10 000	-	10 000	16.7		Public/Private
		SUBTOTAL				16 875	-	16 875	28.1



Growth sectors –Agriculture and agribusiness section axis

This section aims to enhance the valorisation of Guinea-Bissau’s agro pastoral potential and make agriculture and agribusiness the principal growth sector in 2025. It is implemented through seven (07) programmes within the following four (04) policy areas: (i) support to agriculture, to boost the institutional framework, national capacities and support for the agricultural sector; (ii) the cashew plan, to develop the sector and

increase producers’ revenue; (iii) the Rice self-sufficiency plan, to achieve self-sufficiency by 2020; (iv) the other agricultural branches (livestock, market gardening) to diversify production and boost the fight against poverty and food insecurity.

In this framework, the rice and cashew value chains will be optimised and valorised thanks to a set of projects for developing agricultural land, training and technical support for production, processing and marketing.

The estimated total cost of these programmes amounts to **91 billion CFA Francs**, for secured funding of 13 billion CFA Francs.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFA F)	Secured (in millions of CFA F)	Needs		Source of the finance	Type
						In Millions of CFA F	In millions of \$		
Agriculture	Support for agriculture	39. Reforms and institutional strengthening	Institutional support and sector coordination for agriculture and agribusiness	3 000	-	3 000	5.0		Public
			Agricultural statistics	2 200	-	2 200	3.7		Public
			Research and farm advisory	5 000	-	5 000	8.3		Public
		40. Capacity building of the agricultural sector	Reference laboratory for agro-industry	2 000	-	2 000	3.3		Public
	Cashew plan	41. Enhancement of the cashew value chain	Implementation of cashew plan (with the support of specialized technical partner) 1. Support for production 2. Support for processing 3. Support for marketing	10 000	-	10 000	16.7		Public
	Rice self-sufficiency plan	42. Planning and infrastructure	Food self-sufficiency- Vegetable production program (including development of rainfed lowlands and mangroves for rice production)	57 000	12 700	44 300	73.8		Public/Private
		43. Improved yields	Support for the production, certification and supply of seeds and grains	150	98	53	0.1		Public
	Other agricultural sectors	44. Livestock	Promotion of animal production (including supporting infrastructure)	6 325	-	6 325	10.5		Public
			Building human resource capacity (National Centre for Training in farming trades)	500	-	500	0.8		Public
		45. Horticulture	Development of 500 ha of market gardens (NAIP)	5 000	-	5 000	8.3		Public
SUBTOTAL				91 175	12 798	78 377	130.6		



Growth sectors axis – Fishing and aquaculture section

Guinea-Bissau possesses a vast continental shelf and river resources that it has not profited from very much in the past. It would now like to optimise their valorisation, from a sustainable management perspective, by ensuring strict surveillance of its marine territory, effectively collecting all licence fees, defining rules for the sustainable management of fishing resources and stimulating private investment in fishing,

aquaculture and small-scale and industrial processing. To do so, four (04) programmes are planned: (i) strengthening governance of the fishing and aquaculture sector; (ii) research and quality certification; (iii) the development of small-scale fishing and; (iv) the development of aquaculture.

The development of the critical sector of fishing and aquaculture requires funding of approximately **63 billion CFA francs**. At this stage, practically none of the funding has been secured.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFAF)	Secured (in millions of CFAF)	Needs		Source of the finance	Type	
						In Millions of CFA F	In millions of \$			
Fishing and Aquaculture	Fishing and Aquaculture*	46. Strengthening of the Governance of fishing and aquaculture	Capacity building of the administration in charge of fishing (management of fishing licences)	3 000	-	3 000	5.0		Public	
			Fishing statistics	500	66	434	0.7		Public	
			Maritime surveillance projects in Natural Capital	3 400	-	3 400	5.7		Public	
		47. Research and Certification	Support for the control of fishing resources and reinforcement of fishing infrastructure	48 000	-	48 000	80		Public/Private	
			48. Development of small-scale fisheries	Upgrading and certification of microbiological testing laboratory	3 000	-	3 000	5.0		Public
			49. Development of aquaculture	Support for the development of small-scale fishing (infrastructure, processing, fishing villages)	1 500	-	1 500	2.5		Public
			Training in aquaculture-related occupations and support for integration in the job market	500	-	500	0.8		Public	
			Support for the development of aquaculture (fish-farming in particular)	3 000	79	2 921	4.9		Public	
		SUBTOTAL				62 900	145	62 755	104.6	

Growth sectors - Tourism

Drawing on its exceptional biodiversity, Guinea-Bissau aims to become a world-renowned destination for ecotourism and beach resort tourism in 2025. This ambition will be achieved in the first instance, by 2020, by development focused on the Bolama-Bijagós archipelago, then, in a second phase, on the mainland. Two (02) programmes will be used to conduct the strategy: (i) a Bijagós tourism programme and (ii) a mainland tourism sites development programme.

Designating the Bolama-Bijagós archipelago as a Special

Tourism Zone, with an Agency devoted to managing and promoting it, constitutes an essential lever for the success of the strategy. This lever shall also draw on the preservation of biodiversity of the archipelago (Biodiversity axis) and on the emergency infrastructure development programme for the archipelago (Infrastructure and urban development axis). During this period, the first foundations will be laid for the future development of tourism on the mainland, including the development and promotion of natural parks.

This section requires funding of **4.5 billion CFA Francs**, which still has to be found in its entirety.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFAF)	Secured (in millions of CFAF)	Needs		Source of the finance	Type
						In Millions of CFA F	In millions of \$		
Tourism	Tourism	50. Bijagós tourism programme	Ecotourism development in the Bolama-Bijagós archipelago (establishment and operationalization of the Bijagós special tourist area agency)	2 500	-	2 500	4.2		Public
			Development of National Tourism Transportation Network	1 000	-	1 000	1.7		Public
		51. Development of mainland tourism sites	Planning and promotion of a network of parks (Varela, Pecixe, etc.)	1 000	-	1 000	1.7		Public/Private
SUBTOTAL				4 500	-	4 500	7.5		

Growth sectors axis – Mining section

Guinea-Bissau has the ambition to exploit its mining potential with strict enforcement of environmental norms. Two (02) programmes have been identified: (i) institutional reforms and strengthening; (ii) promotion of the major mines. The programme of institutional reforms and strengthening constitutes an essential stage, given the sector’s low level of development. In this framework, the mining inventory projects will provide

precise knowledge of the resources and allow the constitution of a mining registry. Supervision of the small-scale mining activities shall make the sector dynamic, to accompany the ambitious agenda of rebuilding the country. Lastly, the development of a phosphates site at Farim will allow the sector to play a more formative role in the economy, in the development of infrastructure and urban renewal.

These programmes require funding of **6.0 billion CFA Francs**, which still has to be found in its entirety.

Foundations and growth sectors	Policy areas	Programmes	Projects	Total estimated cost (in millions of CFAF)	Secured (in millions of CFAF)	Needs		Source of the finance	Type	
						In millions of CFA F	In millions of \$			
Mines	Mines	52. Reforms and institutional strengthening	Mining inventory and geological mapping	4 000	-	4 000	6.7		Public/Private	
			53. Promotion of the major mines	Development of a mining site at Farim (phosphates)	1000	-	1 000	1.7		Public/Private
				Development of the of bauxite mine in Boe - Feasibility and environmental impact study	1000	-	1 000	1.7		Public/Private
SUBTOTAL				6 000	-	6 000	10.0			

	Estimated total cost (CFAF millions)	Secured (CFAF millions)	Required	
			CFAF millions	US\$ millions
TOTAL COST	1,304,714	104,714	1,200,000	2,000

