UNDP accelerator labs

Accelerator Lab Guinea-Bissau

Annual Report 2022

Section 01
Introduction

UNDP Accelerator Labs

The Accelerator Labs is an initiative launched in 2019 by of UNDP Administrator, Achim Steiner, with the aim of speeding up development and the achievement of the Sustainable Development Goals (SDGs). The network initially comprised of 60 Labs, later increased to 91 of which Guinea-Bissau was included, making it overall 115 countries being covered worldwide.

The Accelerator Labs have been introduced to change the way we look at development in the 21st century and to handover the baton to communities of practice, grassroots organizations and innovators, with the sole belief that they understand the complexities of the day to day better than anyone else.

Differently from other UNDP projects, the Accelerator Lab works in Learning Cycles, which usually last between two weeks to three months, the objective of these short span interventions, is to learn fast what works and what does not work and move swiftly making small changes along the way from lessons learned. Each cycle consists of four stages, depicted below:

Sense

In this stage, the Lab aims to scan the horizon to understand what exists without doing an in-depth analysis, but rather checking for available resources and speaking to those who understand the existing barriers.

Explore

Exploration requires engaging with those living closest to the issues but going a step further through collecting relevant data to create a sturdy base for what was the perceived issues from the point of view of the users.

Test

The testing stage comes as a direct result of the synthesis of the data collected from the exploration, where there are often insights and opportunities from the data collected from the users to develop a solution which can drastically impact the livelihoods of the users in question. The possible solution will be prototyped and tested to learn quickly about what works and what does not.

Grow

The last stage of the Lab's cycle focusses on scaling and implementing the solution tested in a larger scale. When it comes to this stage, the Lab would have been working in collaboration with a partner or entity who would be responsible for taking over and sustaining the initiative.

The main focus of the Accelerator Lab team of Guinea-Bissau in 2022 has been on:

• Understanding how citizens view and interact with the COVID-19 vaccines;

• How digitalization of services at the Ministry of Justice can improve citizen experiences;

• Re-imagining public spaces through co-creations with unusual partners;

• Leveraging the Bissau-Guinean Diaspora for the development of the country.

The success of the work of the Lab in Guinea-Bissau has been due to the partnerships created with organizations and individuals who through knowledge sharing and insights have delivered results benefitting the country's development.

In this report, we aim to outline each learning cycle, collaboration and insights gained and how we propose future interventions. For all queries and collaborations with the Accelerator Lab in Guinea-Bissau please contact info.acclabgw@undp.org.
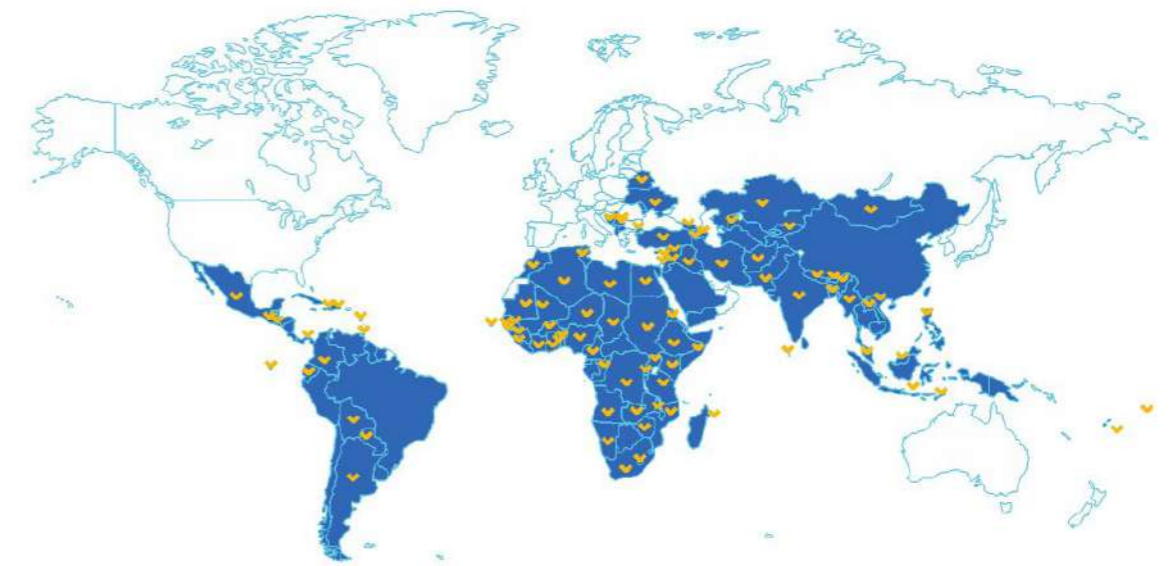
Meet the team

Isa da Costa
Head of Experimentation

Isa is an architect focused on social and environmental issues in relation to the built environment.

As the experimenter, Isa's focus is on building a broad portfolio by exploring and iterating multiple solutions simultaneously, as well as designing tests and prototypes that can teach us whether solutions can work and grow in weeks or months rather than in years. Examples of experiments conducted include; mobile justice, re-modulation of the Notary in the Ministry of Justice, development of an internal general service app, internal communication in the Country Office (Djumbai, What's up Clusters, Sway, Department Directory) among others.

Victor Pereira
Head of Exploration

Victor dominates statistics and data with a background in health and road traffic management in transport and logistics.

As the explorer, Victor's focus is to use data science to bring scientific evidence that will support decision-making, to continually search for emerging solutions, passing unnoticed and unintuitive, but also to explore new sources of data on questions of development. By using new sources of data, such as high-precision data-driven map satellites as well as an ethnographic understanding, the explorer will contribute to the development of highly targeted initiatives. But data is just the start, taking decisions and collaborations are the ultimate goals.

Ana Djú
Head of Solution Mapping

Ana has a background in social entrepreneurship with work in community building and development.

As a Solution Mapper, Ana's role is to scan the horizon, understand what is being done, and how it can be enhanced to make it sustainable. Ultimately, we, as the Accelerator Lab, want to hand over the baton to the community, the people who understand their limitations and deal with them daily. The creation of bottom-up solutions is therefore crucial for the sustainability aspect of each cycle. The Solution Mapper not only facilitates communication with the communities and grassroots organizations, but also creates environments where communities feel comfortable to share, create, co-create and lead their own development. The communities are the experts, and they guide us in mapping and revolutionize development through sustainable solutions and innovative ideas.

Victor Pereira
Head of Exploration

Isa da Costa
Head of Experimentation

Ana Djú
Head of Solution Mapping

Partners

We would like to give a special thank you to our donors German Government and Qatar Fund for Development, without these contributions the work conducted by the Accelerator Lab would not be possible.
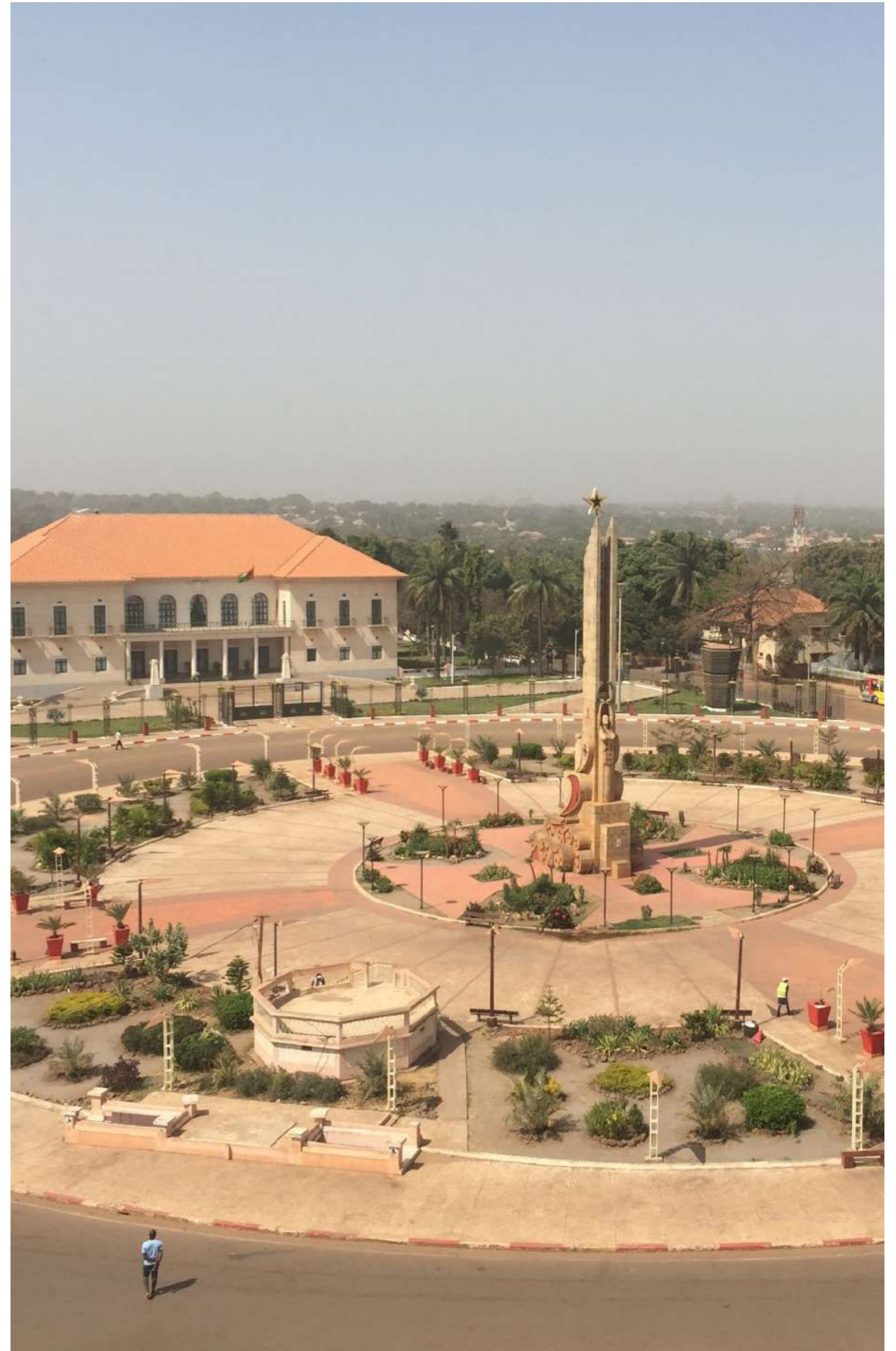
We would also like to give thanks to all our national and international partners who have contributed to learnings and interventions in the various sectors to overcome development challenges faced in Guinea-Bissau, without their inconsolable contributions this work would have been challenging to achieve.

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Section 02

Our Learning Cycles

COVID-19 Through the lens of Bissau-Guinean Citizens

Context

In December 2021, the Guinea-Bissau Accelerator Lab initiated a learning cycle to understand how the national COVID-19 vaccination campaigns could be reviewed to increase the number of vaccinated individuals in the country, the first blog of this series can be accessed here.

After the initial exploration phase, which focused on the perspectives of key stakeholders involved in the vaccination campaigns, a decision was made to explore the perspectives of citizens receiving the information. The method used to explore citizens' views was Design Thinking (DT). DT is a human centered methodology that focuses on responding to the needs of the end-users by developing solutions

through bottom-up approaches going through five key stages: empathize, define, ideate, prototype and test. The questionnaire developed by the Lab had a total of eight questions, all translated into Criolo (most widely spoken language of Guinea-Bissau). The questionnaire was crafted in a conversational manner and presented to citizens in the form of an informal gathering to allow them to be at ease and speak openly about their experiences with COVID-19.

Exploration & Solution Mapping

With the support of the UNDP Accelerator Lab and in collaboration with the UNDP Health Social Protection Cluster, an analysis of the vaccination campaigns carried out in the country was conducted to understand the following:

1. Why had the target of the campaign not been met;
2. Who was involved and what was their role on the campaigns;
3. How were the campaigns received by citizens.

Exploring the above factors permitted an understanding of how future campaigns could be improved at institutional and local levels. Additionally, for this analysis, the Lab utilized methodologies such as Collective Intelligence and Design Thinking to induce co-creation and sustainability of future vaccination campaigns that take on board the views of the citizens as a port of call.

Through the exploration and solution mapping phase we found that despite COVID-19 impacting the lives of all citizens in Guinea-Bissau, directly or indirectly, citizens adjusted their decision-making based on six key themes.

1. Concern with other diseases
Citizens believed that COVID-19 had taken over the health system, a health system that is already considered weak and unable to respond to the needs of citizens. Additionally, they felt that not enough was being done to make sure that other diseases in the country were being monitored for, such as Polio, TB, Malaria and HIV.

2. Diaspora Influence
Outside of Bissau, citizens relied heavily upon their family and friends in the diaspora to be informed on the development of the disease and the vaccine. Many citizens explained that their family abroad

convinced them to take the vaccine and they felt they had enough trust to be able to take the vaccine based on the information their family provided. On the other hand, many did not take the vaccine as their family told them the vaccines being donated to Guinea-Bissau were untrustworthy.

3. Unilateral Communication
Most citizens in the regions, were exposed to information unilaterally, either over the radio or by ambulant health workers, which meant that they were not able to raise questions and get answers about COVID-19 as well as the vaccine. This directly led to citizens not being able to trust the disease and subsequently become more susceptible to believing rumors regarding COVID-19.

4. Rumors
There was a significant number of interviewees who due to lack of information, and especially those who live outside of the capital, relied heavily upon unilateral forms of communication (as discussed in the previous point) which raised doubts they were unable to elucidate. There was an evident correlation between unanswered doubts and the belief in rumors across all regions.

5. Understanding of the disease & side effects
TIt became evident that many citizens did not understand what the disease was, how it came about and how it was spread. Not understanding how the disease arose, led to the same bottlenecks encountered due to unilateral communication from radios and ambulant health workers, who either did not come back or had a short timeframe to be in the regions they visited. Additionally, interviewees felt like they did not understand how the vaccine would protect them against the disease and what were the side effects.

Similarly, to the point raised on unilateral information sharing, it was evident that citizens felt like they learnt about the disease but did not get a chance to ask questions or understand where it came from or how it could be treated/cured. Later, the introduction of the vaccine made matters worse because citizens felt like they were not a part of the process to understand the disease and how vaccinating would immunize them against the disease.

6. Taking vaccine under duress
The most significant reoccurring theme during the synthesis landed on interviewees taking the vaccine against their will. At first citizens were encouraged to take the vaccine for their protection and to prevent the wider spread of COVID-19 in the country. Later, it became clear that the government wanted citizens to take the vaccine and began to impose barriers to key societal infrastructures such as schools and hospitals, so that citizens would have no choice but to vaccinate to get access. Whilst conducting the interviews, it became clear that more than half of the interviewees had gotten the vaccine to either: work, travel, go to school or go to the hospital, which reflected on how little they knew about the disease and its consequences but more so their necessity to resume normalcy.

Testing

Given the findings, the Lab designed a quick test to learn more about citizens' feelings and if their attitudes towards taking the vaccine would improve if they had a reliable person in their close environment for multilateral discussions (Covid Champions) who could clear their doubts. Additionally, we wanted to learn if people would be interested in becoming Covid champions themselves if there was an incentive system. Hair salons became the place for testing as people in Bissau spend a lot of time in these environments. We compared one hair salon with an incentive system with a hair salon without an incentive system.

The results clearly showed that having a person in the immediate environment for multilateral discussions who can answer questions and clear doubts (Champions), has a positive impact on the population when it comes to educating about a disease as well as creating a feeling of security and trust.
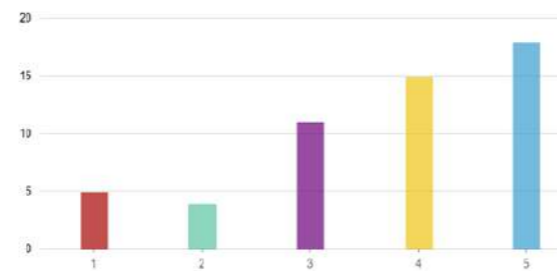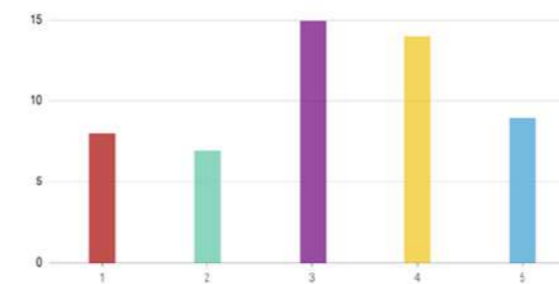

Rating of sense of security in relation to taking the vaccine **before** the conversation with the Covid Champion
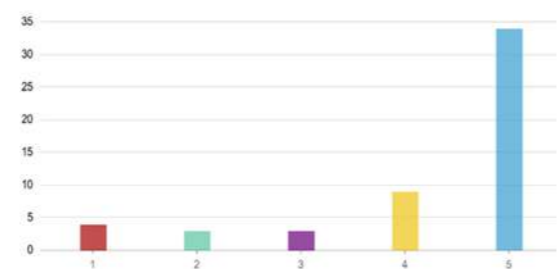

Rating of sense of security in relation to taking the vaccine **after** the conversation with the Covid Champion

In relation to changing the action and behavior of people, the Covid Champions showed very little or no effect at all. None of the respondents had completed their vaccination two weeks after the conversation with the Champion, something that was explained due to lack of time, commitment or mistrust from suffering severe effects from the first dose of vaccine. It was still possible that if respondents would have been given more time, they would have completed their vaccination.

Rating of probability of taking the vaccine **before** the conversation with the Covid Champion
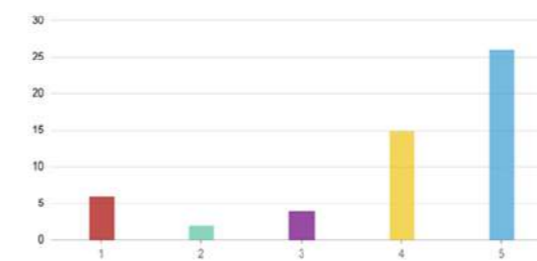
Rating of probability of taking the vaccine **after** the conversation with the Covid Champion

Insights

The results also showed that there was a very low interest in the population itself in becoming a Covid Champion, and that the incentive system did not make a difference. The users explained that they felt that Covid is no longer "a real problem", most of the people already know the causes and effects as well as the benefits of the vaccine and they felt that becoming a Champion would not make a big difference. Additionally, users did not feel they had time to commit as they have other jobs and family to take care of. Reflecting on this result, one must consider that the hair salons we worked with, were situated in the city center of the capital and that the visiting clients were of wealthier backgrounds. If the test had been placed in a different neighborhood or in the countryside, it is possible that the incentive system might have had a

different result.

Lessons Learnt

So much can be learned when we work directly with communities using innovative methodologies to explore the complexities related to a particular theme. One of the lab's long-term goal is to transform the way the offices so that all projects have a strong and coordinated community engagement strategy throughout the project life cycle from design to implementation.

- When scanning the horizon, watching, and observing closely brings to the surface, often, deeply entrenched problems and those are the ones that lead to sustainable solutions. .

- Collaborating with partners in the health sector meant we were able to communicate and gather with many other unusual individuals in the regions, bringing us deeper insights to interactions.

- Testing after thorough investigation does not always lead to the development of successful solutions, albeit it creates the opportunity to pick up certain trends raised by citizens in matters related to public health. This approach can be relevant to the Global Fund Project who often track trends and perceptions of the citizens towards Malaria, HIV and Tuberculosis.

The insights gathered from this Learning Cycle can be useful not only to the Health and Social Protection Cluster, but also to the Ministry of Health for more efficient design and intervention of public health campaigns in relation to other diseases.

Digital Transformation at the Ministry of Justice

Context

O Laboratório de Aceleração do PNUD The UNDP Guinea-Bissau Accelerator Lab, in partnership with the Ministry of Justice and Human Rights and the Democratic Governance Cluster, sort to innovate in decentralizing public service offerings to the rural and urban population, as well as facilitating better utilization of resources to improve performance, outreach and impact one of UNDP's goals is to facilitate citizens' access to the justice sector, as people often travel an average of 22 km to the nearest region in search of some of these services, a distance that can reach 75 km, for the most distant regions. To mitigate this situation, the Lab's team embarked on a project to digitalize and digitize the data and operations of Ministry of Justice and Human Rights. To this end, we used new technologies (software that can be accessed from a tablet) as a means of accessing the most distant and difficult to reach locations. This digitization covered the services of the Access to Justice Centers, Regional Courts and Civil and Notary Registration. This digitization service, in addition to reducing the distance between the population and the justice services, allowed the production of statistics and reliable data in real time with a view of improving services.

Exploration & Solution Mapping

Durante o ano 2022, o Laboratório de During the year 2022, the UNDP Accelerator Lab in Guinea-Bissau tested two important tools (SIGDAJ and DHIS 2 Adaptation) in the scope of digitization in the Ministry of Justice.

SIGDAJ is an Innovation digital solution which means "Justice Data Management Information System", which is intended to be a physical-digital database allowing the crossing of information to guide the planning of the Ministry of Justice. The data is updated from the information contained in the physical format (paper version) that will be converted into digital.

Open-source adaptation (DHIS2) is an open-source web-based platform most used as a healthcare management information system (HMIS). The adaptation of the DHIS2 platform for the justice sector came about due to the synergy between the two largest UNDP clusters (Health Cluster and Governance Unit), Ministry of Health and Ministry of Justice respectively, in operational terms these two entities are interconnected, "the same child that is registered by the Ministry of Justice is the same one that is vaccinated by the Ministry of Health", so digitizing the processes of the same child on a single platform would be easier to manage, interoperability between different ministries is the way to access and modernization of public services.

Nucleus Operational of the Information Society (NOSI) is a Cape Verde based technology company with over 20 years of experience in Digital Governance, operating in both national and international markets, NOSI designs innovative solutions for digital transformation, for the public and private sector, relying on high-qualified technicians and modern web-oriented technological platforms, that are adaptable to customer needs.

In May 2022, the NOSI team visited Guinea Bissau with the aim of sharing the experience that Cape Verde has in digitization of the justice sector. In this sense, the evolution of digital governance in Cape Verde was presented in the various sectors with a special focus on justice from the digitalization and typing of physical processes to the provision of services on the portal. During the workshop NOSI made a presentation on justice portal in Cape Verde, which attracted the attention of the director of justice administration in Guinea-Bissau, who immediately expressed his interest in the digitization of justice services; to create a similar portal where Guinean users in the country and in the diaspora can request their documents online, in this specific case the criminal record, and later other documents.

Experimentation

The first phase focused on digitizing and digitizing the existing documents from the Civil registry, CAJ, the criminal record and the Buba court, which were still on paper. Training and digital devices were provided to employees who were also part of the digitization process and continued to power the system once the test was over. When all documents were scanned, the data was connected to the SIGDAJ information system, to evaluate the staff's skills and attitude towards the digitization of services through a pre-post survey. The hypothesis used for the this test is as follows:

HYPOTHESIS "IF... data is collected digitally... THEN it will be easier to produce real-time statistics that can create a space for more informed decision-making."

Next Steps

From the test we conduced, the results demonstrated that if we digitize the judicial processes, the justice services will become more accessible to the entire population, including the Diaspora, with the support of NOSI, it is intended to create the justice portal where it will be possible to request the criminal record online. Reinforcing the digital capacity of the staff and the availability of IT equipment for the Ministry of Justice will increase the effectiveness and operational performance of the justice services, becoming faster and allowing the production of information in real time, ideal conditions for decision-making based on evidence. Combining the digitization of justice with the House of Justice and Mobile Justice Van, we will be solidifying the judicial system, with these strategies, justice will be much closer to the population.

Re-inventing Public Spaces in Guinea-Bissau through Participatory Design

Context

Para conseguir uma urbanização sustent-To achieve sustainable urbanization one of the components is to ensure that we create livable cities for everyone. Public spaces need to be open and accessible to all citizens as these places have a deep potential of inspiring interactions and collectivism, promoting innovation and well-being, and at the same time strengthening local identity and our sense of a shared history. The absence of participatory practices often leads to situations where public spaces end up being underutilized or abandoned and degraded. The adoption of such practices has not yet been widely adopted in Guinea-Bissau, although many actors are working to introduce the methodology. Top-down approaches to planning and decision-making by local authorities

generates poor and uncontextualized design and the current trend is that the gap between decision-makers and residents is getting bigger, leaving many citizens with a feeling of disempowerment. A bottom-up approach based on co-creation, tapping into historical memory, local knowledge, and skills, has the potential of improving design, function, local ownership, and sustainability in public spaces.

In the beginning of 2022, the Accelerator Lab Guinea-Bissau started a learning experience focused on public space, in collaboration with the Municipality of Bissau, UN Habitat, Lusófona University, and the Architecture School of KTH The Royal Institute of Technology in Stockholm, Sweden. The collaboration was exploring different topics such as how to contextualize the build environment from a local and human centered approach, how academia can play a role in generating proposals

to improve housing and public space and how maintenance issues can be tackled by a greater involvement of the citizens.

Exploration & Solution Mapping

During the two first phases Sense and Explore, the Lab and the students from KTH and Lusófona, interviewed citizens in different parts of Bissau to learn more about their thoughts and feelings when it came to public space as well as how they can be improved. Some of the main challenges presented were:

1. Lack of public space and amenities

2. Lack of maintenance of public space (lack of funds and time from local governments)

3. Lack of citizen action and ownership

Participatory design process: Students from KTH School of Architecture and Lusófona University interviewing the local community of Cupilon De Cima in Bissau.

Test 1

In the light of one of the main challenges being "lack of maintenance and care of public spaces", we wanted to test our first hypothesis by understanding if storytelling could change the behavior of the public space users, making them care more for the environment and the infrastructure. We set up a team together with the Municipality of Bissau, the Municipal Police, the Ministry of Public Works and the local cartoonists Fernando and Manuel Júlio, creating a storytelling campaign with posters encouraging citizens to be the change through their own behavior. ex. not throwing trash on the ground but using the waste bins and using the park benches in a sustainable way, leaving them clean and pleasant for the next user.

Jardim de Alfândega, once upon a time the most beautiful public space of the city of Bissau but rapidly degraded due to poor use and lack of maintenance, was chosen as the ground for our test. The Municipality made an initial profound cleaning of the space and the Lab introduced elements that had been requested by citizens during the exploration phase such as benches, waste bins and hand washing stations, and two people were hired to spend one week in the public space, observing the behavior of the visitors.

Results week 1: Amenities:

Observing the space during the first week, we noticed that the initial cleaning of the space triggered a change in the visitors who reacted with positive comments and now seemed to think twice before throwing trash on the ground, both looking for, and using the waste bins placed on site. There were still some incidents of visitors throwing trash on the ground and people using the benches in an unfavorable way putting their feet up on the seat. The handwashing stations were used frequently, especially by street vendors working close by.

Result week 2: Amenities and Storytelling Posters:

The second week, we added the storytelling posters, nudging and encouraging citizens to be the change through their own behavior by for example encourage the use of waste bins instead of throwing trash on the ground and using the park benches in a sustainable way, leaving them clean and pleasant for the next user. Users of the public space showed great interest and curiosity in the story told with the national cartoon "Ntori Palan" (described as the of Guinea-Bissau by its authors). Many people stopped to read the posters and took photographs, and it was possible to notice a positive change in their behavior. Fewer people threw waste on the ground and street vendors even came from the other side of the park just to throw trash in the waste bins instead of on the ground as previously. Undesirable behavior like putting feet on the benches, decreased by 50% when the story telling posters were introduced and some users even intervened against each other trying to correct undesired behavior asking if the person hadn't seen the storytelling posters. Visitors always showed a great interest in the handwashing stations which were used frequently during the two weeks.

Jardim de Alfândega week two: storytelling posters triggering great interest and positive change in behavior among the visitors.

Test 2

One of the main challenges presented by the Municipality of Bissau in relation to maintenance and lack of public space, was namely time and resources. In our second test we wanted to understand if more innovative, viable and contextual design proposals for public space could be developed if we involved academia. Focusing mainly on the public space of Jardim de Alfândega in Bissau, the students from KTH School of Architecture and Lusófona University, developed design proposals re-thinking the public space based on a participatory process, considering local craft, skills and history.

Student proposal by Yue Shi, re-thinking the public space of Jardim de Alfândega in Bissau. Studio Adrift, KTH School of Architecture, Stockholm, Sweden.
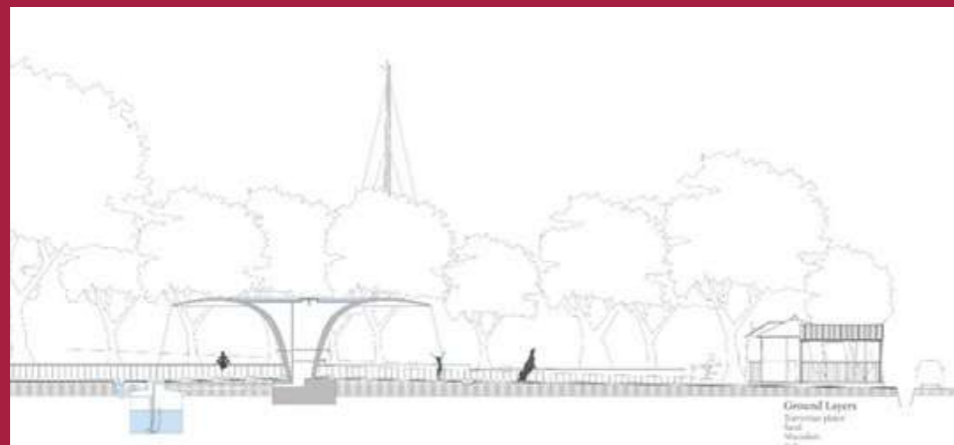
A fountain harvesting rainwater, provides shade, seats, and playful elements in Emma Rasch Svahn´s proposal, re-thinking the public space of Jardim de Alfândega in Bissau. Studio Adrift, KTH School of Architecture, Stockholm, Sweden.

Results

Esta atividade, que convidou os estudantes a pensar e conceber em torno dos desafios enfrentados no espaço público, mostrou que o mundo académico tem a possibilidade de investir uma boa quantidade de tempo num desafio específico sem necessariamente aumentar os custos. Em comparação com as propostas existentes de como desenvolver e repensar espaços públicos em Bissau, os estudantes trouxeram à mesa uma grande quantidade de criatividade tendo em conta o contexto, baseando as suas propostas nos contributos dos utilizadores do espaço. É evidente que a academia pode desempenhar um papel importante quando se trata de desenvolver propostas inovadoras, viáveis e sustentáveis para espaços públicos, e as formas de aproximar a academia dos governos locais, organizações internacionais e ONGs devem ser mais exploradas.

Insights

Through this learning cycle, the Lab generated a few major insights which could benefit similar interventions in the future:

1. Basic maintenance of public space can generate a positive behavior change in users

2. Storytelling is a way to effectively trigger behavioral change in users

3. Strong collaborations with local authorities and stakeholders are crucial to carry out successful initiatives

4. Academia can play an important role when it comes to developing innovative, viable and sustainable design proposals for public spaces

5. Co-funding and co-implementation of projects to ensure scalability

Next Steps

The Lab shared the insights with concerned partners and continued exploring this learning cycle by testing how crowdfunding can support the implementation of the student proposals as well as how a "Godfather system" can address maintenance challenges together with partners. That exploration led to a discussion with the Municipality of Bissau and UN HABITAT on creating a Private Public Partnership aimed at revitalizing green spaces in the city starting in January 2023. The partnerships will combine the insights and lessons learned from the first learning cycle phase with Bissau City Plan which was developed by the Municipality of Bissau to guide the city's progress towards being a sustainable city by 2030.

Engaging the Bissau-Guinean Diaspora for Strategic and long-term Development

Context

Primary research has demonstrated that the Bissau-Guinean diaspora are a strategic resource in the development of the country. They can either contribute directly by providing capital for economic investments or indirectly by utilizing their expertise and network to drive forward Guinea-Bissau's agenda at a global scale. However, the diaspora remains to be fully and effectively engaged in the process of growing Guinea-Bissau's economy and society. The Accelerator Lab embarked on a learning loop with the goal of mapping the diaspora and discovering ways to engage them in a way that mutually benefits the country and the diaspora.

Exploration

Segundo a metodologia do Laboratório As per Accelerator Lab's methodology, the cycle kicked off with exploration to understand the state of the diaspora. Firstly, the desk review was conducted understand how the Guinea-Bissau diaspora was distributed across the world plus what medium of communication and organizations did they use to communicate and contribute back home. The Lab also explored the drivers to migration and patterns of interest that existed. Next, the Lab met with the Ministry of Foreign Affairs to get the perspective of the government on the engagement of the diaspora towards country growth. The most interesting finding from the meeting with the Ministry of Foreign Affairs was the Emigrant Card, which repatriating citizens can apply for. The card empowers returning residents to start business in Guinea-Bissau under minimum costs. Using the card returning

residents can import goods duty free and get tax emptions during the first years of setting up their business. The Lab saw the card as an enabler in the goal to improve diaspora engagement and nation building. Additionally, the Ministry of Foreign Affairs, has a dedicated bureau, General Direction of Communities (DGC) who are directly responsible for managing diasporic communities. DCG shared with the Lab, the Diaspora Engagement Strategy in National Development document, which outlines the seven key areas of focus listed below:

1. Ensuring the Political and Institutional Coherence of public policies on Migration

2. Strengthen trust between the State and the Diaspora

3. Promote diplomatic action aimed at protecting emigrants

4. Strengthen and improve Diaspora Support Services

5. Promote the Contribution of the Diaspora to the Development of Human Capital

6. Promote Diaspora Investment

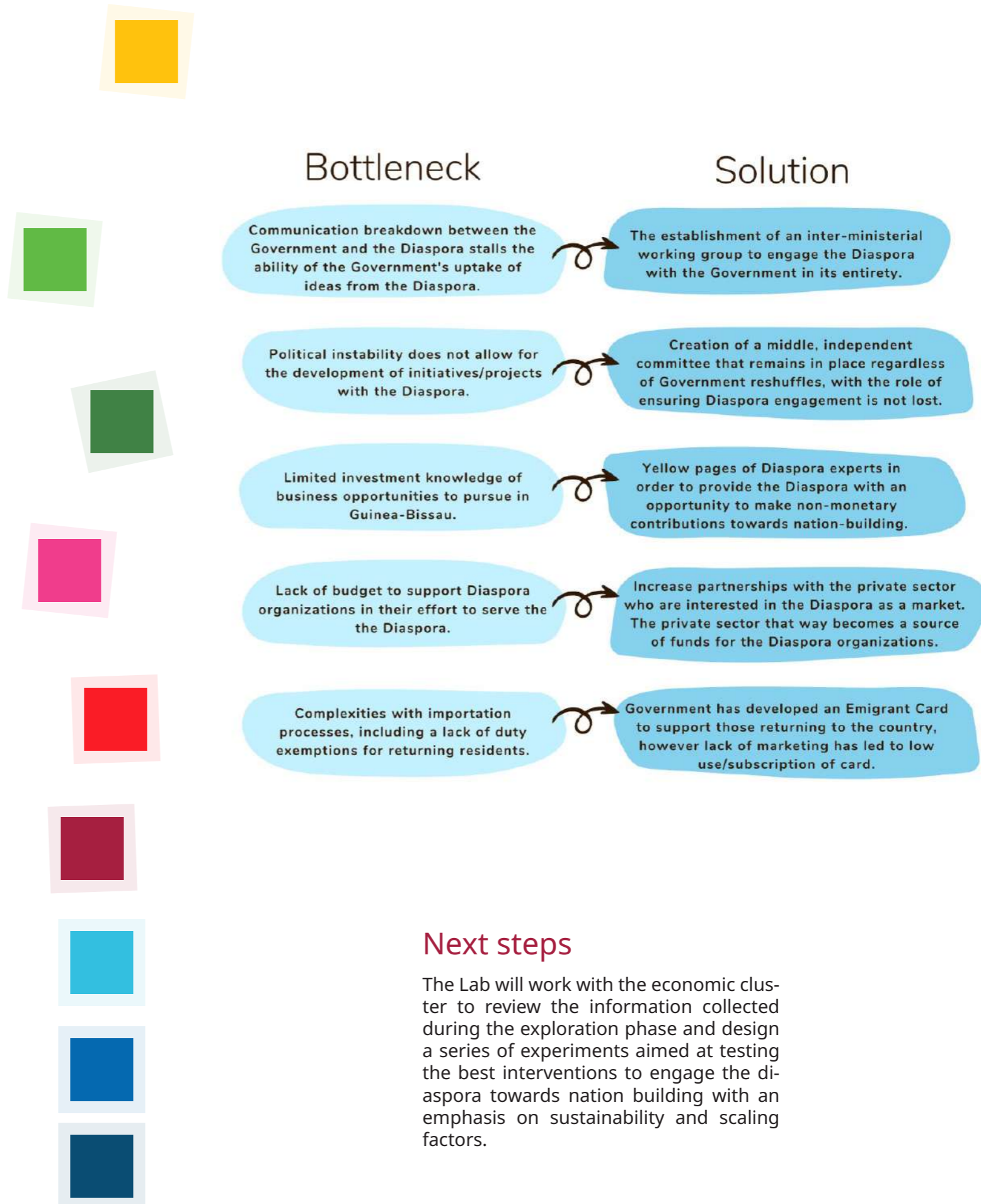7. Support the local development projects promoted by the Diaspora

This document was important because it not only showed what are the priority main areas of focus, but that there is already work being done and the Ministry is actively engaging with the diaspora.

In December 2022, the Lab learned that DGC and European Union project, Ianda Guine Djuntu were holding the first ever International Conference of the Diaspora in Guinea-Bissau. The Lab saw this as an opportunity to conduct further exploration work on the issues surrounding diaspora engagement. The Lab hosted a pre-conference Futures Thinking Workshop to discuss ways in which brought together the various diaspora organization leaders representing over seven country across three continents, who were attending the summit to solution map and explore challenges and opportunities in forging effective relations between the diaspora and the state. The table below summarizes the issues identified and proposed solutions.

Bottleneck

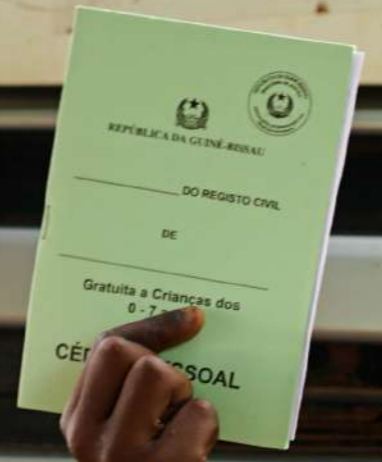| Bottleneck	Solution
Communication breakdown between the Government and the Diaspora stalls the ability of the Government's uptake of ideas from the Diaspora.	The establishment of an inter-ministerial working group to engage the Diaspora with the Government in its entirety.
Political instability does not allow for the development of initiatives/projects with the Diaspora.	Creation of a middle, independent committee that remains in place regardless of Government reshuffles, with the role of ensuring Diaspora engagement is not lost.
Limited investment knowledge of business opportunities to pursue in Guinea-Bissau.	Yellow pages of Diaspora experts in order to provide the Diaspora with an opportunity to make non-monetary contributions towards nation-building.
Lack of budget to support Diaspora organizations in their effort to serve the Diaspora.	Increase partnerships with the private sector who are interested in the Diaspora as a market. The private sector that way becomes a source of funds for the Diaspora organizations.
Complexities with importation processes, including a lack of duty exemptions for returning residents.	Government has developed an Emigrant Card to support those returning to the country, however lack of marketing has led to low use/subscription of card.

Next steps

The Lab will work with the economic cluster to review the information collected during the exploration phase and design a series of experiments aimed at testing the best interventions to engage the diaspora towards nation building with an emphasis on sustainability and scaling factors.

Taking Projects to Scale

11 Day Mission: Key Stats

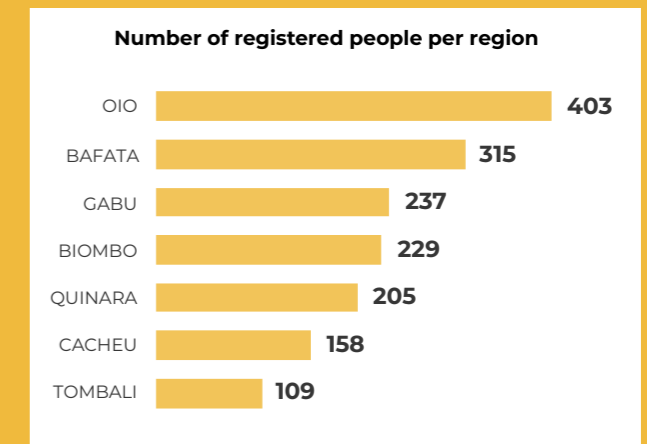**07** Regions Visited

27 Remote villages visited

07 Number of necesary staff per region

1 656 Number of registered people

1 315 Number of people who got access to legal aid

Number of registered people per region

Region	
OIO	403
BAFATA	315
GABU	237
BIOMBO	229
QUINARA	205
CACHEU	158
TOMBALI	109

The Mobile Justice Van was a test the Accelerator Lab conducted in July 2021. The test was an innovative solution with the potential to decreasing the distance between the most vulnerable population and basic justice services, as well as measure the relevance of a mobile unit providing justice services, and the Lab did this by setting up a robust multisectoral team, which included:

- The head of the Ministry of Justice
- The Director of Legal Information and Consultation Office (GICJU)
- Administrative and technical personnel from Saudigitus
- Technicians from the Saúde Bandim Project (PSB)
- The conservator of the Civil Registry (CRS) of Gabu
- The conservator of the Civil Registry (CRS) Buba
- Legal assistance technicians and assistants from CAJ Gabu and CAJ Buba
- Representatives of civil society (Quinara and Tombali)

In November 2022, the Lab was contacted by the Ministry of Justice, with the request to scale this test nationwide, as it had previously been conducted in the Region of Gabu. Additionally, after raising this request with partners, UNICEF demonstrated interest and joined the scaling of this test. The mission was funded by the UNDP Governance Cluster using the Japanese fund and UNICEF.

The results of the upscaling of the test, demonstrated how efficient and effective this model is for the Bissau-Guinean population. In 11 days, the multisectoral team managed to spread across the country and provide services to just under 3,000 people.

With the Frontier Challenge of the Accelerator Lab in Guinea-Bissau being the provision of basic and quality services to the population, legal aid and civil registry has always been a priority to general access to the Bissau-Guinean society. The Mobile Justice van breaks down the many barriers we have understood the population faces, through interactions using innovative methodologies such as Collective Intelligence and Design Thinking. The buy in of the Ministry of Justice to this test is a success the Accelerator Lab carries proudly, because we have bridged a gap that has been well known but not successfully tackled.

Next Steps

The success of the mission has encouraged the Lab to develop a pitch deck to ensure that the Mobile Justice Van is an ongoing project in Guinea-Bissau. The main aim of the pitch deck is to get buy in from investors that see the importance of legal aid and civil registry and commit for funding Mobile Justice long term.

Cost Benefit Analysis

Scenario 2 considering one trip?

7 days
Duration

75 000
Per Diem Team of 6

175 000
Average Fuel

700 000
Total

Results Scenario 2

115
Citizens assisted to get the cost per person(Civil Registery)

62
Citizens assisted to get the cost per person(Civil Registery)

177
Total citizens assisted per day

1 238
Total citizens assisted per Week

566
Then we calculate how much it would cost that individual

The cost benefit analysis demonstrates that per individual to get access to the Mobile Justice van is under 1 USD, which is an insignificant amount in comparison to the doors it unlocks to the society and their futures. The Lab also mapped a scenario where more Ministries could be part of the Mobile Justice Van to provide more decentralized services in areas like gender and reproductive health and found out that the cost per individual served would only go up by a few cents because transport costs remain the same. Therefore, this model has the potential to transform public service delivery in Guinea-Bissau in a highly cost-effective manner. To learn more please search for and download the pitch deck on the UNDP Guinea-Bissau Website.
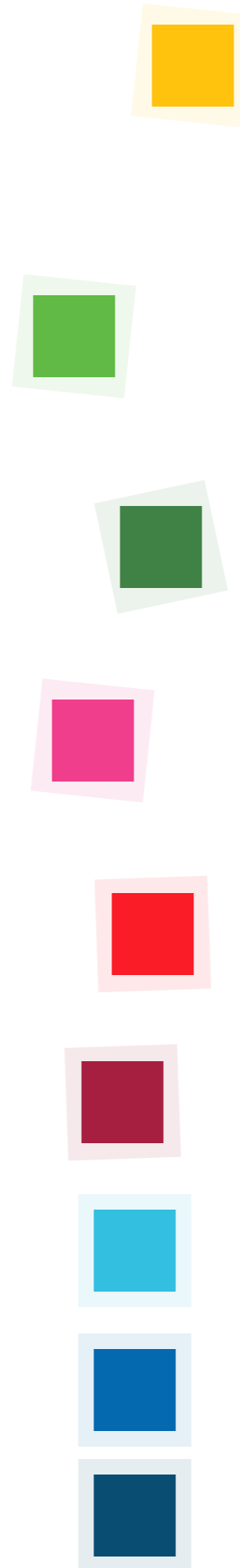
Section 04
Accelerator Lab in Action

This section highlights some of the work the Accelerator Lab team in Guinea-Bissau has been involved in outside of the Country Office.

Regional Bureau of Africa Retreat 2022

Retreat Objectives

In August 2022, the Lab travelled to Addis Ababa to participate in the 2022 UNDP Regional Bureau for Africa Accelerator Lab Retreat, which brought together 35 Explorers, 35 Experimenters and 35 Solution Mappers from the region, to share

insights on the journey so far, connections with the global and the Regional Service Center agenda and positioning the Lab Network for the future. The following is a summary of the discussions which took place during the retreat from August 30 – September 2.
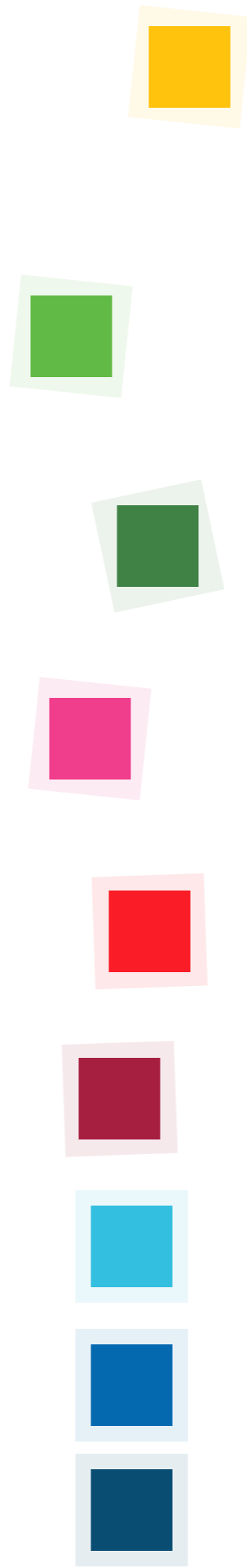
The global head of the Accelerator Labs, Gina Lucarelli, spoke about what she termed Labs 2.0. This refers to the role of the Labs shifting being a Research and Development (R&D) unit embedded within the Country Offices. But to be effective at this the Labs must reflect on the lessons learned to date and use the insights to improve the way they deliver a Country Office context.

To guide this discussion, Ana Oppong from Cameroon and Lilian Njoro from Kenya facilitated a session on "Reflecting on the Journey So Far". The session revealed that the Labs had initially struggled to be accepted in Country Offices due to the different working methodologies and the acceptance of failure. However, as the Labs designed and implemented learning cycles, the buy in at Country Offices significantly improved. However, with that acceptance came the pressure to conform to the office's way of doing business. Thus, the Labs are continuously having to balance between collaborating with the rest of the units in the

office while also maintaining the sense of exploration, curiosity and experimentation that makes a "Lab" a Lab.

Having discussed the challenges faced by Labs to date, the sessions turned to collective problem solving. A session led by Dr. Yrika Maritz and Omagano Kankondi from Namibia, Ana Djú from Guinea-Bissau and Mia Conde from Guinea utilized a model called the STAR technique to consolidate inputs of previous session, and collectively map solutions. The model was broken down as follows:

S: How do we SHARE with each other?

T: Tuning, Talking, Listening and Teamwork (listening deeply, making sense of challenges together)

R: Action: to what extent do we act on the number of opportunities or chances to work together?

R: Reason: what is our purpose all together? How clear is our purpose?

The exercise enabled Labs to share best practices that they had learned to solve

challenges which were common to the network. Topics covered include balancing the expectations of management and Country Office, misunderstanding of the role of the lab in Country Office, and issues around Intellectual Property and barriers that they face in the publication process. Breakout sessions provided Labs that had solutions to further explain the solution to Labs that were facing similar challenges.

Leaders for 2030 Retreat

Wrapping up

The retreat offered the Guinea-Bissau Lab a chance to show case how they had built effective working relations with their senior management through communication and inclusion. In addition to sharing that experience with other Labs, the Guinea-Bissau lab also used the retreat as an opportunity to learn about other lab's projects and search for potential partnerships. One key area where there is promising potential collaboration is in the blue economy which is being tackled by more than seven other Labs across the continent.

In October, the Guinea-Bissau Accelerator Lab was selected to represent the Global Accelerator Lab network of 91 Labs in 115 countries at the Leaders for 2030 Retreat in New York. The aim of the participation of the Labs was in line with the theme of the retreat #FutureSmartUNDP introducing the work conducted at grassroots level to achieve agenda 2030.

Present at the retreat was the UNDP Administrator Achim Steiner, 130 Resident Representatives, and Senior Management from UNDP Headquarters. The retreat agenda was centered on how to lead for Transformative results in the age of uncertainty. Topics covered included the role of digital in development & analysizing UNDPs financing/funding models.

The test conducted by the Accelerator Lab in Guinea-Bissau: Mobile Justice, was selected alongside seven other Labs (Bosnia and Herzegovina, Zimbabwe, India, Uruguay, Tanzania, India, and Sudan) to attend the retreat as they were able to focus on a particular theme and use Accelerator Lab methodologies to amplify and cause impact using the bottom-up approaches. Additionally, the GW Lab's ability to work out loud through weekly reflections, blogs, and social media has gained traction, which in turn has raised curiosity in the conducted explorations and tests in the realm of Justice.

The Innovation Lab at the Massachusetts Institute of Technology

Massachusetts Institute of Technology

The Guinea-Bissau Accelerator Lab was invited to attend the Innovation Lab at the Massachusetts Institute of Technology, a regular meeting which focusses on frugal innovation. The event was spread out across two days of networking and presentations on what companies are doing to activate innovation in their respective sectors. The workshop explored the intersection of human and artificial intelligence in problem solving and the challenges and opportunities it presents.

Bottom-up Innovation

Professor of Technological Innovation in the MIT Sloan School of Management, Eric Von Hippel opened the workshop with a presentation on the evolving problem-solving methods landscape, which outlined how AI is slowly replacing human designers in problem space. He used generative AI as a cases studies example being OpenAI's GPT3. Rather than painting a future where AI replaces humans, Eric's argument was that AI will remain a tool for rapid prototyping which will always require the creativity of the human designer in problem solving.

The relationship between AI tools and human designers was further explored by Google Scientist, Rida Qadri who gave a presentation on her PhD thesis that used the case of ride sharing drivers in Jarkata to demonstrate how efficiency optimizing algorithms are dependent on local knowledge systems. In Jakarta food delivery drivers use their knowledge of the city to map out the best routes using the collective intelligence of other drivers to identify the best route. Drivers need to avoid closed roads, gang prone roads, compensate for inaccurate GPS amongst other bottlenecks. In the end the best route is not the one picked by the algorithm, but one determined by the drivers using their local knowledge. The conclusion is that technology doesn't have to replace informal systems and human players. Rather than treating technology as a fix to informality, the two need to complement each other. Informal systems are a rich source of local knowledge which technology solutions can utilize to be better context fit. The ingenuity and creativity of humans will continue to play the lead role in problem solving with machines optimizing the solution search. To put it, the human knows what the need is and the machine can help to find the need in the haystack very fast.

The workshop also explored means through which this human-AI balance can be achieved using the idea of user-led innovations. The thesis behind this is if an organization can identify user-led innovations and mainstream then the product's functionality is in sync with the communities using it. Jonathan Cromwell who is a professor of innovation at the University of San Francisco gave a presentation on harnessing the power of user-led innovations. Cromwell argues that there is need for organizations to understand the various methods that can be used to canvass for user led innovation and deploy the appropriate ones in relation to the problem at hand. The message on user-led innovations was also carried forward by IPSOS and National Aeronautics and Space Administration (NASA) who spoke about Progress in AI methods to identify user-developed need-solution pairs.

Next steps

The Guinea-Bissau lab successfully networked with the presenters and there are plans to test some of the presented concepts and ideas at the Country Office in Guinea-Bissau. For example, Professor Jonathan Cromwell indicated his interest in working with the Lab to help the Country Office build its capacity in identifying and supporting user-led innovations. Steve Ryder of NASA also agreed to play an advisory role in helping the lab explore the best ways to deploy innovation challenges learning from NASA's experience. The Lab will explore these collaborations in 2023.

Section 05
Collaborations

Joining hands to Achieve Agenda 2030

Each virtual Clinic consisted of one solution holder per breakout room, one UN agency or embassy based in Bissau, one member of the RLN and one facilitator who would go through the methodology in order to support the solution holder to discuss their solution and the main challenge they have faced with their solution.

In January 2022 the Accelerator Lab formalized its partnership with the BMW Foundation Herbert Quandt. The partnership was founded on the common understanding and commitment to Agenda 2030. Through various conversations and brainstorming the "Clinica di Soluson" was created.

The Clinica di Soluson, was inspired by the Cabo Verde Accelerator Lab Open Day and the Case Clinic Methodology developed by the Massachusetts Institute of Technology (MIT) and commonly used by the BMW Foundation and their Responsible Leaders Network (RLN) to support solution holders in looking at their solutions in different lenses and perspectives.

With support from local radios Sol Mansi and Radio Jovem and social media, we developed schedules for three Solutions Clinics in which applications were opened for two weeks and support was provided by our partners Saudigitus in case applicants had any issues using technology to submit the Google Form. Applications from women, people with disabilities, people in rural areas of the country were highly encouraged throughout the process. In the end, three to four solution holders would be selected to participate in the virtual Solution Clinic.

86 Applications received

11 Solution Holders Selected

15 Leaders responsible

07 UN agencies in GB

03 Embassies in GB

10 Gathered nationalities

30 Connected Cities

At the end of each clinic, the solution holders were sent an evaluation form which accessed their opinion on the clinic and their main takeaway's, overall:

94% believed they better understood how their idea contributed to achieving Agenda 2030

89% believed the Case Clinic contributed to the development of their solution

91% believed that the contacts they made during the Case Clinic was extremely valuable

5 Went on to have discussions outside of the clinic

Qualitative Stats

The evaluations, conducted at the end of each Case Clinic, were a prominent component, as it created an environment of constant improvement. Prior to each Clinic, the committee would review responses and make changes accordingly to suit the needs of future Solution Holders, in a cycle of constant improvement. Here's what some solution holders had to say:

"The Solution Clinics were beneficial, because it allowed us as solution holders to be more attentive to the solution's consumers, not only thinking about the profits they will make, but to have a broader view of the difficulties faced by the community on a daily basis without running away from the SDGs."

"I was privileged to hear the advice, experiences and encouraging words. Also, how the solutions could be developed in an effective way in the search for constant improvement."

"It was useful, because I learned that having an idea is solving social problems, identifying a problem is an opportunity for an entrepreneur".

Next steps

The Case Clinics have shown us the power of these unusual partnerships and how the ecosystem need not be limited to geographical borders and that connecting people across the world can create a stronger and resilient ecosystem. Bringing Solution Holders from Guinea-Bissau and RLN scattered across the world, has led to the emergence of trends and signals not obvious previously. In the coming year, we hope to bring new opportunities to existing solution holders through networking events with the Responsible Leaders Network

Bissau Rising Forum

Making a Change

In November 2022, the Economic Cluster developed a taskforce to work on the Bissau Rising Investment and Trade Forum. The forum was led by the Government of Guinea-Bissau, Cabo Verde, Nigeria and South Africa and in partnership with UNDP, MTN, UNIDO and the Industrial Association of Guinea-Bissau (AIGB). The themes covered in the forum would cover Digital Economy and Infrastructure, Energy & Waste Management, Blue Economy & Tourism, Finance, Banking & Insurance, Creative Industry and Intellectual Products, Logistics & Transport (Land, Air & Sea), Agriculture, Water, Sanitation & Eco-solutions.

Grassroots Perspectives

The taskforce deemed pertinent that the Accelerator Lab hold a breakout room during the Bissau Rising Forum to give an opportunity for grassroots entrepreneurs and innovators to talk about their experiences in the context of Guinea-Bissau. The hour-long session was titled "Entrepreneurship in Guinea-Bissau: Successes and Challenges" and included the following entrepreneurs/innovators:

Ricardo Ca

Inventor of the pedal cashew pedal machine and winner of the Africa Competition of Invention and Innovation 2020.

Natacha Barros

A poultry farmer who started her business at home and now supports her community and employs young people.

Braima Sambu

The CEO of Get Knowledge School, a tech school aimed at young people who want to learn how use basic IT skills.

Satam Injai

The CEO of Mpili Services a company whose focus lays on providing domestic jobs.

The breakout room was an opportunity not only for the panelists to tell their stories and motivate those who want to pursue their ideas, but also to share the challenges their faced and hopefully build partnerships, meet investors, and influence policy reform.
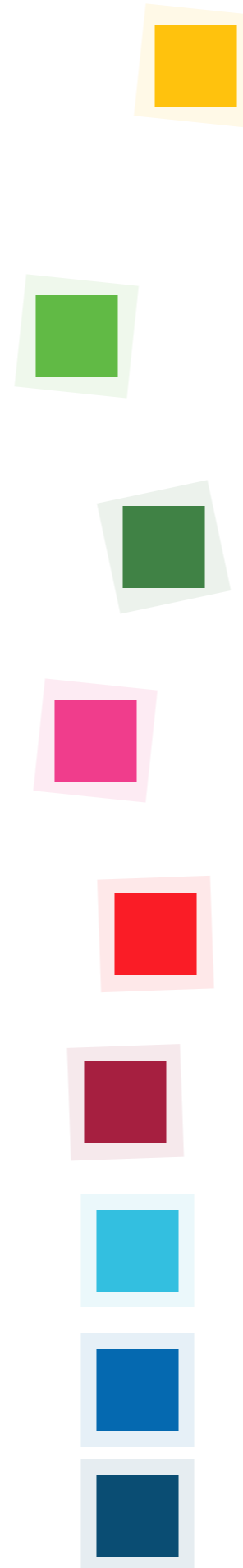
Accelerator Lab Indicators

The Accelerator Lab indicators serve to track our progress and understand what areas we are succeeding in as well as the areas that require improvement. In Guinea-Bissau, we keep the indicators at hand and check progress regularly to see what areas we need to pay special attention to. Below are our indicators of 2020-21 (Year 1) and the more recent results of 2022 (Year 2).

Guinea-Bissau Accelerator Lab Indicators

Year 1		Ano 2	
Expected Outputs	Achieved Results for Guinea-Bissau AccLab	Expected Outputs	Achieved Results for Guinea-Bissau AccLab
2 new sources of data per year	2	5 new data sources per year	2
3 different type of data sources per year	4	different type of data sources per year	4
20 new potential solutions per lab per year	165	35 new potential solutions per lab per year	165
2 innovation methods per Action Plan	Yes	5 innovation methods per Action Plan	Sim
3 blogs, or other (substantial) media posts published per year.	7	6 blogs, or other (substantial) media posts published per year.	7
At least 50% of our learning challenges have the public sector or other partner as counterpart.	100%	At least 50% of our learning challenges have the public sector or other partner as counterpart.	100%
At least one government entity or partner has learned about Accelerator lab methods.	At least 20 government entities and partners have learnt about the Accelerator Lab methods	At least one government entity or partner has learned about Accelerator lab methods.	2
At least 50% of our learning challenges are providing actionable knowledge to ongoing CO projects.	Yes	At least 50% of our learning challenges are providing actionable knowledge to ongoing CO projects.	Yes
The lab interacts at least once a week with another lab in the network. 48 interaction per year	Yes	The lab interacts at least once a week with another lab in the network. 48 interaction per year	Yes
5% of information shared across the network should be methodology, or sustainable development issue and opportunity related.	Yes	5% of information shared across the network should be methodology, or sustainable development issue and opportunity related.	Yes
The Accelerator Lab Network´s work is featured at least 2 times per month in Country Office Social Media channels and tag UNDP Accelerator Labs accounts.	No	The Accelerator Lab Network´s work is featured at least 2 times per month in Country Office Social Media channels and tag UNDP Accelerator Labs accounts	No
The Lab team engages at least once a month across any social media conversation related to the work of the Accelerator Lab Network, from either personal or CO account.		The Lab team engages at least once a month across any social media conversation related to the work of the Accelerator Lab Network, from either personal or CO account.	Sim
Connect the Accelerator Lab's publications to local development ecosystem through social media.	Yes	Connect the Accelerator Lab's publications to local development ecosystem through social media.	Yes
Identify and engage with 2 new relevant local social media profiles of the broader Development Ecosystem.	Yes	Identify and engage with 2 new relevant local social media profiles of the broader Development Ecosystem.	Yes

Conclusion and way forward

The key differentiator of the Accelerator Lab and other UNDP projects is the methodology, the ability to consistently use human centered approaches in the development of Learning Cycles. Human centered approaches allow room for using a drawing board and include main users, grassroots institutions, and organizations as well as community entities to lead the change. It is important to understand that just because the Accelerator Lab uses human centered approaches does not mean that the results are always positive, but rather that there is always room for trial and error, and room for failing fast to learn faster.

The Guinea-Bissau Lab will now begin year three and has been able to learn from trial and error, with Learning Cycles which have been developed in collaboration with Communities of Practice who often have experience and knowledge which we would not have access to if not for tapping into existing networks and solutions led by the same. We consistently scan the horizon for emerging trends and opportunities to improve the livelihoods of Bissau-Guineans through innovation and collective intelligence.

This year, we have been able to work on the scaling of the Mobile Justice Learning cycle first initiated in July 2021, finalize the COVID-19 vaccination campaigns Learning Cycle, complete the first stage of the Public Spaces learning Cycle and initiate the exploration phase of the Diaspora Cycle.

The Accelerator Lab has brought new perspectives into the Guinea-Bissau's Country Office, which at first were received with some uncertainty and skepticism. However, with collaborations and successful examples of how human centered methodologies influence and encourage ownership from those facing the problems, there has been a widespread embrace of the Lab, in support to change the UNDP DNA.

Thank you to partners

The work of the UNDP Accelerator Lab in Guinea-Bissau is possible thanks to generous support from the Governments of Germany and Qatar, as well as other core donors. Our ability to continue to collaborate with the Bissau-Guinean Government, civil society, grassroots institutions, international organizations, and strategic partners relies heavily on the support from our donors and their belief in the importance of the impact of our work at local level. We hope to continue to count on their support to bring innovation and influence to achieve dignity and sustainable development in Guinea-Bissau.