



# Independent Country Programme Evaluation Equatorial Guinea 2019-2023

## *Annexes*



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# ANNEX 1. EVALUATION TERMS OF REFERENCE

## Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD).
- Strengthen accountability of UNDP to national stakeholders and the Executive Board.
- Contribute to organizational learning and decision-making.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> IEO's responsibility is twofold: (i) to provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making, and improvement; and (ii) to enhance the independence, credibility, and utility of the evaluation function and its coherence and alignment in support of United Nations reform and the principles of national ownership.

This is the second country-level evaluation conducted by IEO<sup>2</sup> in the Republic of Equatorial Guinea (referred to hereafter as Equatorial Guinea). The ICPE will focus on UNDP's work during its current programme cycle, 2019-2023, with a view to contributing to UNDP's preparation of the next country programme starting from 2024. The IEO will conduct the evaluation in close collaboration with the Government of Equatorial Guinea, the UNDP country office in Equatorial Guinea, and the UNDP Regional Bureau for Africa (RBA).

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and the country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country's preparedness, response to the pandemic and its ability to recover, while meeting the new development challenges that the pandemic has brought to light, or which may have subsequently emerged.

## Country context

Equatorial Guinea is an upper middle-income country with a population of 1.4 million.<sup>3</sup> It gained independence from Spain in 1968, establishing itself as a republic, and has had two presidents in that time. Equatorial Guinea is one of the smallest countries on the African continent. Its territory is

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<sup>1</sup> <http://web.undp.org/evaluation/policy.shtml>

<sup>2</sup> IEO conducted an Assessment of Development Results in 2016.

<sup>3</sup> As of 2020. Data source: UNDESA. World Population Prospects. See <https://population.un.org/wpp/>

comprised of two parts: the mainland (Rio Muni) and the islands,<sup>4</sup> one of which, Bioko, hosts a quarter of the population and the capital, Malabo. In the mid-1990s, Equatorial Guinea discovered large oil reserves. Since then, it has been undergoing a major transformation, becoming one of sub-Saharan Africa's largest oil exporters and until 2014 the richest African country in terms of GDP per capita. Yet the country has had unequal levels of development, mainly evident in the gap between the capital and its continental territory.

Since the drop in oil prices in 2014, the country's macroeconomic and fiscal situation has deteriorated, and it has faced large deficits and a rapid loss of international reserves. It was among the worst-hit countries of the Central African Economic Monetary Community (CEMAC) as a result of its dependence on oil exports, lack of sufficient buffers, and weak public financial management procedures. GDP per capita dropped from US\$19,394 in 2014 to \$7,143 in 2020.<sup>5</sup> Nevertheless, in 2017, Equatorial Guinea graduated from the least-developed country (LDC) category on the basis of the income-only criterion. Also in that year it became a member of the Organization of the Petroleum Exporting Countries (OPEC) and in 2018 it entered an International Monetary Fund (IMF) Staff Monitored Programme to restore fiscal imbalances and promote non-oil growth.

Although the country's economy has been defined by the oil market, it is rich in other natural resources, and due to its geography has great potential for opportunities derived from the green<sup>6</sup> and blue<sup>7</sup> economies. In addition, the country has a young population (measured as the percentage of the population under the age of 25), of more than 55 percent of the population – giving it an important demographic dividend. However, the youth unemployment rate is currently above 20 percent.<sup>8</sup> Internet access in the country is still at a very low level, at 26 percent, compared to a world average of 62 percent,<sup>9</sup> which also limits the possibilities for economic empowerment of young people and women.

Multidimensional poverty eradication is a key development goal for the country, which has been highlighted in the National Sustainable Development Strategy, 'Agenda Guinea Equatorial 2035.'<sup>10</sup> Only 65 percent of the population has access to clean drinking water,<sup>11</sup> and around 1 in 12 children dies before the age of five.<sup>12</sup> The situation in rural areas is significantly worse and continues on a downward trend. Access to electricity in rural areas has gone down from 10 percent to 2 percent over the past decade.<sup>13</sup> An event that had far-reaching effects on the country's development was the explosion of ammunition from a nearby military base on March 7<sup>th</sup> 2021, in the country's most

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<sup>4</sup> The main islands are: Bioko, Annobón, Corisco, Elobey Grande, and Elobey Chico.

<sup>5</sup> Source: The World Bank. <https://data.worldbank.org/>

<sup>6</sup> An inclusive green economy is one that improves human well-being and builds social equity while reducing environmental risks and scarcities. See <https://www.unep.org/explore-topics/green-economy/about-green-economy>

<sup>7</sup> A blue economy is a long-term strategy aimed at supporting sustainable economic growth through ocean-related sectors and activities, while improving human well-being and social equity and preserving the environment. UN DESA. <https://www.un.org/en/desa/exploring-potential-blue-economy>

<sup>8</sup> ILO-modelled estimate, (total % of labour force ages 15-24), 2020.

<sup>9</sup> Kemp, Simon, *Digital 2022: Equatorial Guinea* <https://datareportal.com/>

<sup>10</sup> Source: Ministry of Finance <https://minhacienda-gob.com/2035-2/>

<sup>11</sup> WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene. Wash Data: Equatorial Guinea. See <https://washdata.org/data/household#!gnq>

<sup>12</sup> UN Inter-agency Group for Child Mortality Estimation. Equatorial Guinea: under-five mortality rate – total.

<sup>13</sup> The World Bank Global Electrification Database. Access to electricity (% of rural population).

populous city, Bata. Livelihoods and housing were badly affected, if not destroyed, and 107 people lost their lives.

Equatorial Guinea's human development index (HDI) value for 2021 was 0.596, which placed it in the medium human development category, ranking 145 out of 191 countries.<sup>14</sup> Staying almost unchanged over the past 10 years, the rate of decline in GDP per capita since 2015 has been compensated in the HDI by progress in health and education. However, among comparable countries, Equatorial Guinea still has very low mean years of life expectancy and schooling. A significant gap in the level of human development can still be seen between Malabo, the country's capital, and the regions in the mainland (see Figure 1). Due to the scarcity of statistical data on poverty and inequality, the country cannot make full use of indicators such as the inequality-adjusted HDI, the Gender Development Index, and the Gender Inequality Index, which would help to better identify development gaps within the population.<sup>15</sup> Weaknesses in the production and availability of national statistical data are a barrier to evidence-based decision-making in the country and thus to development.

Equatorial Guinea's governance performance indicators<sup>16</sup> have progressed in very few areas in the decade 2010-2019. The state of democracy in the country scored below the Africa and Central Africa averages.<sup>17</sup> Performance has significantly improved in the area of infrastructure, by 13 percentage points (pp.) and in health, by 8 pp. However, in other areas, such as gender and the sustainable environment, performance has decreased by 14 pp. and 7 pp. respectively. Despite government efforts to modernize the administration, persistent weaknesses at the central and local levels contribute to governance deficits, including limited access to public services, weak planning systems, lack of budgetary discipline, and weak law enforcement and contracting mechanisms. In 2021, the country ranked 172 out of 180 countries in the Corruption Perceptions Index.<sup>18</sup> Institutional efforts to promote human rights date back to the 1990s, with the establishment of the National Human Rights Commission (1990) and the Centre for the Promotion of Human Rights and Democracy (1998). However, the country is still facing multiple challenges, such as combating human trafficking, arbitrary detention, the sexual exploitation of minors, gender-based violence, and illegal immigration.

In terms of gender inequality, the level of women's participation in all branches of government is extremely low. As of 2020, women represented 23.9 percent of the executive branch, 19.7 percent of the legislative branch, and 15.4 percent of the judicial branch. At the local level, women represented 27 percent of city councillors in municipalities.<sup>19</sup> Economically, the ratio of females to males in the labour force participation rate was 85 percent. In terms of gender-based violence, 57 percent of women<sup>20</sup> reported physical and/or sexual intimate partner violence during their lifetime.

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<sup>14</sup> UNDP Human Development Report 2021: Equatorial Guinea. See <https://hdr.undp.org/data-center/specific-country-data#/countries/GNQ>

<sup>15</sup> Information gaps identified in The UNDP Human Development Report 2020.

<sup>16</sup> Mo Ibrahim Foundation. Ibrahim Index of African Governance (IIAG). See <https://mo.ibrahim.foundation/iiag>

<sup>17</sup> International IDEA. Global State of Democracy. See <https://www.idea.int/our-work/what-we-do/global-state-democracy>

<sup>18</sup> Transparency International. 2021 Corruption Perceptions Index – Equatorial Guinea.

<sup>19</sup> National Institute of Statistics of Equatorial Guinea (INEGE) (2021) Anuario estadístico de Guinea Ecuatorial 2021 [Equatorial Guinea Statistics Yearbook]. <https://inege.gq/wp-content/uploads/2021/12/Anuario-Estadistico-de-Guinea-Ecuatorial-2021.pdf>

<sup>20</sup> Proportion of ever-partnered women aged 15-49 years experiencing intimate partner physical and/or sexual violence at least once in their lifetime. Source: UNWOMEN.

In 2020, the country approved its National Health Development Plan (NHDP) 2021-2025. The NHDP highlighted major problems in the health system, such as weak governance and planning, poor quality of health infrastructure and medical equipment, irregular supply of electricity, poor logistics management system for drugs, and poor health financing. The NHDP aimed to reduce HIV prevalence from 6.2 percent to 4 percent, to increase the number of patients receiving antiretroviral (ARV) treatment, and to implement the mechanism for documenting complaints about discrimination and stigmatization of people living with HIV.<sup>21</sup> In recent years, HIV has been the leading cause of death in the country, accounting for 18.5 percent of total deaths in 2020.<sup>22</sup>

Equatorial Guinea began to experience cases of COVID-19 in March 2020. The World Health Organization (WHO) classified the country at the second-lowest level in its list on the preparedness and response status of countries.<sup>23</sup> The authorities took several containment measures in response to the pandemic, including the closure of borders and schools and the introduction of curfews, which exacerbated and exposed the fragility of Equatorial Guinea's economy. The pandemic peaked in late July 2020, with about 2,500 active cases, after which the number of cases started to decline. As of 15 March 2022, there have been 15,898 confirmed cases of COVID-19 and 183 deaths reported to WHO. A total of 455,655 vaccine doses have been administered, with almost 18 percent of the population receiving at least one dose.<sup>24</sup>

In terms of the environment, Equatorial Guinea has a remarkable concentration of globally significant biodiversity areas. It conjoins the botanically rich forests of the Congo Basin, a freshwater basin rich in species and endemics, the biologically rich coastal/marine ecosystems of the Gulf of Guinea, and the high floral and faunal endemism of the Gulf of Guinea islands. Its National System of Protected Areas (NSPA) was established in 2000<sup>25</sup> and currently includes 16 protected areas.<sup>26</sup> These cover almost 20 percent of the total land area, but less than 1 percent of the total marine and coastal area. The NSPA has faced challenges<sup>27</sup> related to its scope and the inclusion of critical ecological corridors, the protection of ecological connectivity between ecosystems (especially between terrestrial and coastal/marine ecosystems), and the protection of globally important species. In terms of management and institutional capacity, the country faces the challenges of inadequate financing and needs to strengthen management and reinforce staff resources and capacity.

Equatorial Guinea has demonstrated its willingness to contribute to the fight against climate change and to protect the environment by signing the Paris Agreement (in April 2016) and ratifying it in October 2018. The country has been experiencing more frequent storms, floods, drought, and higher temperatures. The insular area is especially at risk of sea-level rise.<sup>28</sup> The Government submitted its

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<sup>21</sup> Ministry of Health and Social Welfare. (2020), *The National Health Development Plan, 2021-2025*.

<sup>22</sup> National Institute of Statistics of Equatorial Guinea (INEGE) (2021) Anuario estadístico de Guinea Ecuatorial 2021 [Equatorial Guinea Statistics Yearbook]. <https://inege.gq/wp-content/uploads/2021/12/Anuario-Estadistico-de-Guinea-Ecuatorial-2021.pdf>

<sup>23</sup> UNDP Equatorial Guinea. Support to the National Response to Contain the Impact of COVID-19.

<sup>24</sup> WHO. <https://covid19.who.int/region/afro/country/gq>

<sup>25</sup> By Law 4/2000 'Protected Areas in the Republic of Equatorial Guinea'.

<sup>26</sup> Among them, three national parks and three wetlands of international importance (Ramsar site)

<sup>27</sup> As stated in the final evaluation of the project 'Strengthening of the national system of protected areas in Equatorial Guinea for the effective conservation of representative ecosystems and globally significant biodiversity'.

<sup>28</sup> Green Climate Fund. Republic of Equatorial Guinea country program 2019.

first and only Intended Nationally Determined Contribution (INDC) in 2015, aiming to reduce its emissions by 20 percent by 2030,<sup>29</sup> and its first national communication to the United Nations Framework Convention on Climate Change (UNFCCC) in 2019.

## UNDP Programme in Equatorial Guinea

UNDP has worked in Equatorial Guinea since 1976. The Ministry for the Economy, Planning, and Public Investment is UNDP's main counterpart in the country. In previous country programmes, UNDP focused its efforts on supporting the country to improve its governance, reduce poverty and promote sustainable development within the framework of the Millennium Development Goals.

Among past contributions, UNDP supported an administrative reform programme and review of laws to enhance governance between the central and peripheral administrations. It launched initiatives to promote digital skills among the youth and youth employment, fostering their inclusion into the economy. UNDP also supported large projects, in which its procurement services stood out, such as one linked to the purchase of medicine for AIDS and another to the development of the National Civil Aviation Organization.

In designing the current country programme (2019-2023), UNDP Equatorial Guinea took into consideration the recommendations of the previous IEO's Assessment of Development Results (ADR) conducted in 2016. In response to the call for a more integrated approach, UNDP had used a two-pillar portfolio focusing on inclusive sustainable development and strengthening governance and accountability. In line with the recommendation of more coordinated work with the rest of the United Nations agencies in the country, UNDP has proposed joint initiatives and common work approaches, such as the support of the Universal Periodic Review process, together with the Office of the United Nations High Commissioner for Human Rights (OHCHR), or the work to expand information and communications technology for development targeting youth and women, in collaboration with the International Labour Organization (ILO) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). This ICPE will examine in greater detail the extent to which the full list of ADR recommendations has been adopted.

Through the two proposed pillars, the CPD has been designed to provide targeted, flexible and coordinated responses to the national development priorities set out in the National Economic and Social Development Plan (PNDES) and to contribute to the four strategic priorities of the United Nations Development Assistance Framework (UNDAF) 2019-2023 for Equatorial Guinea. UNDP's strategic objective for the country is to contribute to structural transformation, poverty eradication, effective governance, gender equality, and a sustainable environment.

As part of its work around **inclusive and sustainable development** (Pillar 1) UNDP planned to support the Government in delivering integrated policy solutions and services that promote economic diversification and accelerate inclusive growth, decent employment, and gender and income equality. It aimed to develop productive capacity-building, and trade and industrial policies. It also aimed to promote investments in technology and innovation, particularly in labour-intensive sectors, to create decent jobs and improve livelihoods for the most vulnerable people, especially youth and women. The

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<sup>29</sup> Ministry of Fisheries and Environment. Contribuciones previstas y determinadas a nivel nacional (CPDN). 2015. Anticipated contributions determined at the national level].



CPD highlighted those interventions promoting 'green' jobs and a 'blue' economy would be emphasized.

In collaboration with other United Nations agencies, UNDP planned in its CPD to develop and roll out the national social protection system to address exclusion, and build resilience to crises, while expanding people's opportunities. The social protection system would provide cash transfers and support services for the full life cycle of the most vulnerable people. In terms of health, UNDP planned to fight against HIV/AIDS, using its networks and capacities, including the Global Fund mechanism, to deliver high-quality support to government, together with UNAIDS.

UNDP expected to contribute to the sustainable use of natural resources (marine, forest and water resources) by the population of Equatorial Guinea (UNDAF outcome 4.1). It planned to leverage its long-standing role as an implementing agency for the Global Environment Facility (GEF) and its corporate experience with the Green Climate Fund, and the Reducing Emissions from Deforestation and Degradation (REDD+) plus initiative. The CPD programme sought to strengthen institutional capacity and find sustainable financing strategies for governance of biodiversity and ecosystems conservation, promote the integration of biodiversity concerns into policies and plans, and the sustainable management of forest areas outside protected areas. The approach aimed to scale up biodiversity conservation investments based on community livelihood priorities and will strengthen awareness and the resilience of local communities to environmental degradation and climate change.

UNDP also planned to **strengthen effective, accountable, and inclusive governance** (Pillar 2) to enhance the capacity of state institutions to formulate, implement and monitor policies and laws on human rights, the rule of law, local development, and inclusive growth. It aimed to implement regulatory frameworks at national and local levels to deliver high-quality public services and effective gender equality. The CPD proposed to support the country in following up on international human rights commitments and reporting obligations under other treaty. It also called for strengthening the capacity of civil society to engage in policy dialogue and advocacy to ensure an effective citizen's voice and accountability in the use of public resources at national and local government level. The CDP aimed to improve inclusive community services by supporting the decentralization policy and capacity-building of local authorities. Women's political participation and its role in the parliamentary and judiciary systems would be enhanced through institutional capacity-building to accelerate the ratification, enforcement and dissemination of the national legislation.

Among the partnerships UNDP aimed to implement through this CPD were those to be held with a wide range of other UN agencies, among them ILO, UNESCO, FAO, UNFPA, UNICEF, OHCHR and UNAIDS. Among the national partners, UNDP planned to work with the Government, the private sector (from which it would seek the support of hydrocarbon companies through their corporate social responsibility plans) academia and civil society, especially women's groups and youth associations. As for potential donors, the CPD identified the African Development Bank (AfDB), the World Bank, and the Government of the United States of America among others.

The CPD result framework is structured in three outcomes and eight outputs. The estimated budget for the five-year CPD amounted to US\$ 52.5 million and its expenditure to date has been US\$ 13.1 million, as presented in Table 1.



**Table 1: CPD/UNDAF outcomes to which UNDP is expected to contribute for the period 2019-2023<sup>30</sup>**

CPD/ UNDAF outcome	UNDP Country Programme outputs	Indicative CPD resources (\$)		Expenditure (as of February 1st, 2022) <sup>31</sup>
		Regular	Other	
<b>National priority:</b> Strengthen human capital and improve the quality of life <b>UNDP Strategic Plan 2018-2021 development setting:</b> Eradicate poverty in all its forms and dimensions				
<b>CPD Outcome 1 / UNDAF outcome 2.2:</b>  By 2023, young people, women and persons with disabilities have better and equitable access to decent employment opportunities.	<b>Output 1.1.</b> The Ministry of Finance, Economy and Planning, and other central government ministries have the capacity to develop and implement evidence-based policies that promote inclusive, diversified and sustainable economic development.  <b>Output 1.2.</b> Women and youth have improved technical and financial capacities for entrepreneurship and to match labour market needs.  <b>Output 1.3.</b> Government institutions have improved technical capacity to establish an inclusive social protection system.	\$258,000	\$28,950,000	\$9,913,996
<b>National priority:</b> Towards a sustainable environment. <b>UNDP Strategic Plan 2018-2021 development setting:</b> Accelerate structural transformations for sustainable development				
<b>CPD Outcome 2 / UNDAF outcome 4.1:</b>  By 2023, the population of Equatorial Guinea uses its natural resources (marine, forest and water resources) in a sustainable manner.	<b>Output 2.1.</b> The Ministry of Agriculture, Livestock, Forestry and the Environment has strengthened capacities for the effective and sustainable protection of biodiversity and the management of Protected areas.  <b>Output 2.2.</b> Local communities, and particularly women and the youth, adopt sustainable practices for the management of natural resources and adaptation to climate change.	\$1,119,000	\$9,950,000	\$2,242,408
<b>National priority:</b> High-quality governance at the service of citizens <b>UNDP Strategic Plan 2018-2021 development setting:</b> Accelerate structural transformations for sustainable development				
<b>CPD Outcome 3 / UNDAF outcome 3.2:</b>	<b>Output 3.1.</b> Enhanced institutional capacity for access to high-quality basic	\$28,000	\$12,250,000	\$947,285

<sup>30</sup> Source: UNDP CPD for Equatorial Guinea (2019-2023).

<sup>31</sup> Expenditure data extracted by IEO from UNDP Atlas/PowerBI on February 1st, 2022.

CPD/ UNDAF outcome	UNDP Country Programme outputs	Indicative CPD resources (\$)		Expenditure (as of February 1st, 2022) <sup>31</sup>
		Regular	Other	
By 2023, State Institutions have an efficient Public Management, based on standards, procedures, programmes, and reliable data on public and economic policies based on evidence, which strengthens the participation of Civil Society Organizations (CSO) in the process of strengthening and effective functioning of the State Institutions.	<p>services at local levels in mainland and insular regions.</p> <p><b>Output 3.2.</b> The Ministry of Justice and national human rights institutions have strengthened technical capacities to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.</p> <p><b>Output 3.3.</b> Parliament and the executive have enhanced technical capacities to lead measures that advance gender equality and women's empowerment.</p>			
<b>Country Programme Total</b>		<b>\$1,405,000</b>	<b>\$51,150,000</b>	<b>\$13,103,689</b>

## Goal and scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to inform the development of the CPD for the next programme cycle. They are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and examine factors – both positive and negative – that have driven performance.

The ICPE Equatorial Guinea will focus on the formal UNDP country programme approved by the Executive Board for the period 2019-2023. The ICPE will consider interventions that may have started in the previous programme cycle but continued in the current one, as well as any changes made to the CPD, due to a range of reasons. The ICPE will pay close attention to UNDP's response to the COVID-19 pandemic in the country to assess both its contribution and how the pandemic may have affected its planned programme implementation.

The ICPE will cover UNDP's development programme in its entirety, regardless of its funding sources, e.g., UNDP's regular resources, donors, or the government. The support provided by RBA and Headquarters will be considered. Also included are any activities the UNDP country office has engaged in that are considered crucial for the political and social agenda of a country, although they may not necessarily be part of a specific project.

Since an ADR of the previous CPD was conducted in 2016, the evaluation will also consider the extent to which the recommendations agreed to by the country office were effectively implemented.

## Methodological approach and evaluation questions

**Evaluation questions and criteria:** IEO will conduct the evaluation in compliance with United Nations Evaluation Group norms and standards<sup>32</sup> and ethical guidance.<sup>33</sup> The ICPE will address the following four main evaluation questions:

- I. What did the UNDP country programme intend to achieve during the period under review?
- II. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
- III. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?
- IV. What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of results?

To address Evaluation Question Number One, a theory of change (ToC) approach will be used to better understand how, and under what conditions, UNDP's interventions are expected to lead to *a strategic focus on accelerating structural transformation for sustainable development and eradicating poverty in all its dimensions*.<sup>34</sup> Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. The relevance and coherence of the programme will be assessed in the light of key national development policies and strategies, changes in the national context and the interventions of other international actors in the country. UNDP capacity to adapt to the changing context and respond to national development needs and priorities will be also considered.

The effectiveness of UNDP's country programme will be analysed in response to Evaluation Question Number Two. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, results will be identified: both positive and negative, direct and indirect, as well as unintended,. To the extent possible, the ICPE will seek to use available indicators to measure or assess progress towards outcomes. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Evaluation Question Number Three will examine UNDP support to COVID-19 preparedness, response and recovery in Equatorial Guinea. Several sub-questions will be included: i) To what degree has UNDP's COVID-19 support been relevant to the needs of Equatorial Guinea? (Relevance); ii) How well has UNDP support and response aligned with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs? (Coherence); iii) How well has UNDP supported Equatorial Guinea to develop responses that reduced loss of life and protected longer-term social and economic development? (Effectiveness); iv) To what extent were UNDP's funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners and did this support efficient use of resources? (Efficiency); v) Has the support contributed to the development of social, economic and health systems in Equatorial Guinea that are equitable, resilient and sustainable? (Sustainability).

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<sup>32</sup> <http://www.uneval.org/document/detail/1914>

<sup>33</sup> <http://www.uneval.org/document/detail/2866>

<sup>34</sup> Acknowledged in the CPD as the basis for its theory of change.

To better understand UNDP performance and the efficiency and sustainability of results in the country, the ICPE will examine the specific factors that have influenced the programme, positively and negatively, as part of the assessment of Evaluation Question Number Four. In addition to regional and country-specific factors that may explain UNDP's performance, the utilization of resources to deliver results (including managerial practices), the extent to which the country office fostered partnerships and synergies with other actors (including through south-south cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

**Stakeholder involvement:** The IEO will engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will help identify key informants for interviews during the data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

## Data collection and analysis

**Evaluability assessment:** The ICPE will include an initial assessment of existing data and potential data collection constraints and opportunities. In terms of the availability of decentralized evaluations, the Evaluation Resource Centre (ERC)<sup>35</sup> information indicates that five evaluations were planned as part of the current programme cycle, and at the time of this TOR preparation, two project evaluations had been completed. The remaining three are planned before the end of 2022. An audit of UNDP Country Office in Equatorial Guinea by the Office of Audit and Investigations was conducted in 2018 and followed up in 2020. It will be considered when assessing the operational performance of the country office.

**Data collection methods:** The ICPE will examine a variety of data sources and indicators linked to the country programme. The CPD outcomes and outputs, the UNDP Results-Oriented Annual Reports (ROAR) and the corresponding information in the corporate planning system (CPS) provide indicators, baselines and their status of progress. The ICPE will rely on those indicators and data but will also consider other indicators that may have been used by the country office, if different, to assess the UNDP programme goals and to measure or assess progress toward the intended results.

The ICPE will triangulate data collected through primary and secondary sources, including:

- a) Desk review of programmatic and project-level documentation, including background context documents; strategies and theories of change developed by UNDP country office; Results Oriented Annual Reports; UNDP's COVID-19 Mini-ROAR, project documents and progress reports; and decentralized evaluations. The IEO and the country office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint folder.
- b) Interviews and focus group discussions with key informants via telephone/Zoom, including UNDP staff at Headquarters, regional, and at country level, members of the United Nations Country Team, government representatives and members of sub-regional and regional organizations,

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<sup>35</sup> UNDP's ERC: Evaluation Plan Equatorial Guinea 2019-2023. See <https://erc.undp.org/evaluation/plans/detail/1516>

donors, civil society organizations, and beneficiaries of project interventions. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance.

- c) An advance questionnaire will be administered to the country office as an additional self-reporting input to the evaluation prior to the virtual data collection consultation phase.

**Country programme performance rating system:** Based on the process piloted by IEO in 2021 and the lessons learned from its application, the new IEO rating system will be applied to all ICPEs conducted in 2022. The rating system will use the five internationally agreed evaluation criteria: relevance, coherence, effectiveness, efficiency, and sustainability, and a set of parameters for each. A four-point rating scale will be used and will be applied to the extent it is possible to outputs and outcomes in order to generate a single country programme performance rating.

**Gender-responsive approach:** In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all UNDP programmes and operations. The evaluation matrix will have gender-specific questions at the sub-criteria level to assess UNDP performance in terms of gender equality and the empowerment of girls and women. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyse the extent to which UNDP's support was designed, and in fact, did, contribute to gender equality through an analysis of gender marker-related data and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender-targeted, gender-responsive, gender transformative.

**Figure 1: IEO's Gender Results Effectiveness Scale**



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

## Management arrangements

**Independent Evaluation Office of UNDP:** The ICPE will be conducted under the overall guidance of the UNDP IEO's Director and the Chief of Section, Country Programme Evaluation. IEO will meet all costs directly related to the conduct of the ICPE. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team, which will be composed of:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility of managing the ICPE, including the preparation of evaluation design, selection of the evaluation team members, and methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports, and organizing the final stakeholder debrief with the country office, RBA and national stakeholders.
- **Research Associate (RA):** The RA will provide background research, including portfolio and financial analyses, support the preparation of the final report, and support other aspects of the ICPE process as may be required.
- **Consultants:** External consultants will be recruited to collect data and help to assess relevant outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE, they will conduct a preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection, prepare sections of the report, and contribute to reviewing the final ICPE report. IEO will explore partnering with a nationally- or regionally based think tank, research institution, or academia, to strengthen its data collection and analysis capacity amid operational challenges in the pandemic.

**UNDP country office in Equatorial Guinea:** The country office will support the evaluation team through liaising with key national partners and stakeholder, ensuring that all necessary information regarding UNDP's programmes, projects and activities is available to the team, and providing factual verification of the draft report in a timely manner. The country office will provide the evaluation team with in-kind organizational support (e.g., arranging meetings with project staff, stakeholders, beneficiaries). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via videoconference the final stakeholder debriefing with the IEO, where findings and results of the evaluation will be presented, ensuring participation of key government and other national counterparts. Additionally, the country office will prepare a management response to ICPE's recommendations and will support the dissemination and use of the final output of the ICPE process.

**UNDP Regional Bureau for Africa:** RBA will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation in the final stakeholder debriefing. The Bureau will support and oversee the preparation of a management response by the country office and its implementation of relevant actions.

## Evaluation process

The evaluation will be conducted in five key phases.

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (ToR), defining the evaluation questions, and develops an overall evaluation matrix. The IEO starts collecting reference material with the support of the country office. The evaluation team is established by recruiting any external consultants required for portfolio analysis.
- **Phase 2: Desk review and analysis.** Evaluation team members conduct desk reviews of reference material. An advance questionnaire may be administered, as well as meetings held with country office staff, to fill data gaps and seek clarification in data and information. A set of specific interview questions will be developed at this time for use in data collection, based on a stakeholder and preliminary portfolio analysis.
- **Phase 3: Data collection.** The evaluation team will conduct primary data/information collection through remote interviews with key stakeholders. The evaluation team will use various software solutions and tools (e.g., Zoom/ Skype) available to conduct interviews and consultations. Data will be collected according to the approach outlined in Sections 5 and 6. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to an internal IEO peer review as well as external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the UNDP RBA for comments and factual corrections. The second draft, which considers their feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE, under the overall oversight of the regional bureau. The report is then be presented at a final debriefing, where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized, edited and published.
- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The ICPE report will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. The country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website<sup>36</sup> as well as in the Evaluation Resource Centre (ERC).<sup>37</sup> RBA will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

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<sup>36</sup> See [web.undp.org/evaluation/](http://web.undp.org/evaluation/)

<sup>37</sup> See [erc.undp.org](http://erc.undp.org)



## Timeframe for the ICPE Process

The timeframe and responsibilities for the evaluation process are tentatively<sup>38</sup> as follows:

Table 3: Tentative timeframe for the ICPE process <sup>39</sup>		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
TOR completed and approved by IEO Deputy Director	LE	March 2022
Selection of consultants	LE/RA	April 2022
<b>Phase 2: Desk analysis</b>		
Preliminary desk review of reference material	ICPE team	May 2022
Advance questionnaires to the CO	ICPE team and CO	April - May 2022
<b>Phase 3: Data collection</b>		
Data collection phase	ICPE team	June- July 2022
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis of data and submission of outcome papers	ICPE Team	July-August 2022
Zero draft for internal IEO clearance / External Reviews	LE	September 2022
First draft to CO/RBA for comments	LE/CO/RBA	October 2022
Second draft shared with the government and national stakeholders	LE/CO/Government	November 2022
Draft management response	CO/RBA	November 2022
Stakeholders debrief via videoconference	IEO/CO/RBA	December 2022
<b>Phase 5: Publication and dissemination</b>		
Editing and formatting final report and evaluation brief	IEO	December 2022
Dissemination of the final report	IEO	December 2022

<sup>38</sup> The timeframe, indicative of process and deadlines, does not imply full-time engagement of the evaluation team during the period.

<sup>39</sup> The timeframe takes into account that the new CPD should be approved by the Executive Board in 2023.

## ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions	Evaluative criteria and sub-criteria	Variables and Data to be collected	Data collection methods and tools*					Data Sources
				DR	ToC	PMQ	IN	DO	
EQ.1. What did the UNDP country programme intend to achieve during the period under review?	1.1 To what extent did the UNDP programme in Equatorial Guinea address major development priorities in the country as defined in the country's development plan or sector policies?	1. Relevance: 1. A. Adherence to national development priorities	- Complexity of the context: challenges identified. - Critical development gaps - National development priorities - Main actors operating in the country	X	X	X	X	X	- Document review: CPD, National development plan, SDG framework, sector strategies, theory of change, stakeholder mapping - National Statistics - DAO data - Mid-term Evaluation CPD / UNSDCF - PMQ - ROARs - UNDP financial expenditure data - UNDP documents and risk analysis - IEO Survey - Gender Marker - Interviews with CO, Gov, and other Development Partners on UNDP's programme prioritization
	1.2 How has the CPD addressed SDGs, and the UN's priority areas for the country, guided by UNDP's Signature Solutions?	1. Relevance: 1. B. Alignment with UN/UNDP goals	- Alliance with UNSDCF: contribution to the framework of the CPD/UNDAF outcomes - Signature solutions prioritized	X	X		X		
	1.3 To what extent did the UNDP programme in Equatorial Guinea add value to ongoing efforts at the country level?	1. Relevance: 1. C. Relevance of programme priorities	- Programmes reflect UNDPs comparative advantage - UNDP intervention strategy (reach and focus), including its ToC	X		X	X	X	
	1.4 To what extent was the UNDP programme responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability?	1. Relevance: 1. C. Relevance of programme priorities	- Responsive to the evolving context - UNDP tools appropriateness - Interested parties' perception of UNDP's response capacity	X		X	X	X	
	1.5 How has the CPD been responsive to gender-specific development concerns?	1. Relevance: 1. C. Relevance of programme priorities	- Responsiveness to GEWE priorities - Inclusiveness: prioritized longer term GEWE solutions	X	X	X	X		
	1.6 To what extent were linkages between projects, outputs and outcomes identified and established to enhance UNDP contribution?	2. Coherence: 2. A. Internal programme coherence	- Evidence of results / changes achieved thanks to joint efforts. - Maximized synergies within an outcome or across thematic areas. - Common approaches applied	X	X	X	X	X	- Indicators Matrix (of the CPD with updated data of the CPS) - Document review- CPD, programme

Evaluation Questions	Sub-questions	Evaluative criteria and sub-criteria	Variables and Data to be collected	Data collection methods and tools*					Data Sources
				DR	ToC	PMQ	IN	DO	
	1.7 What mechanisms were in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them?	2. Coherence: 2. A. Internal programme coherence	<ul style="list-style-type: none"> <li>- Level of coherence of the theory of change (clarity of vision and direction of the intervention)</li> <li>- Team structure suitable for integrated programming</li> <li>- Resources aggregated for consolidated programming</li> <li>- Staff incentives in place for joint programming</li> <li>- Existing mechanisms to facilitate synergies, coherence, the resolution of challenges and the generation of results.</li> </ul>	X		X	X	X	strategy, ToC, project documents and design, IWP/AWP, ROARs, selection of indicators, monitoring data on programme synergies. - Evidence from decentralized evaluations - Interviews on measures taken to facilitate programme synergies and coherence
	1.8 To what extent did UNDP establish strategic partnerships with the government, other UN agencies, bilateral actors/IFIs, non-state actors and the private sector?	2. Coherence: 2. B. External programme coherence		X		X	X	X	
EQ.2. To what extent has the programme achieved (or it is likely to achieve) its intended objectives?	2.1 To what extent do projects have a timely start and to what extent are activities implemented and completed according to established plans?	3. Efficiency: 3.A. Timeliness	<ul style="list-style-type: none"> <li>- Data on Timeliness (starting and completion)</li> <li>-Delays addressed on time</li> <li>-Delays impacted contribution</li> <li>-Delays increased cost of the programme</li> <li>-Delays resulted in lost opportunities</li> <li>- Outputs achieved</li> <li>- Outputs/Outcomes contribute to institutional processes.</li> <li>- Outcomes strengthen institutional processes and capacities</li> <li>- Measures taken for sustainability of outcomes achieved</li> <li>- Evidence on how marginalized or traditionally excluded groups in the Equatorial Guinea context have benefited from the results.</li> <li>- Prioritized LNOB issues / vulnerable regions / least developed regions</li> <li>- Contribution to youth empowerment, GEWE and gender-inclusive development processes</li> </ul>	X		X	X	X	<ul style="list-style-type: none"> <li>- Document review- Project documentation of extensions/ delays (i.e. may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); Monitoring reports, ROAR; Audit reports</li> <li>- IEO Survey</li> <li>- Interviews on programme/project implementation</li> <li>- Evidence from decentralized evaluations</li> <li>- IEO analysis of gender markers of projects</li> <li>- Gender publications by the Office</li> </ul>
	2.2 To what extent were programme outputs achieved or will be eventually achieved?	4. Effectiveness: 4. A. Achieving/ eventual achievement of the stated outputs and outcomes		X		X	X	X	
	2.3 To what extent has UNDP influenced (or is likely to influence) outcome level results and processes?	4. Effectiveness: 4. A. Achieving/ eventual achievement of the stated outputs and outcomes		X	X	X	X	X	
	2.4 How have UNDP results been beneficial for those at risk of being left behind?	4. Effectiveness: 4.B. Programme inclusiveness (especially those at risk of being left behind)		X		X	X	X	

Evaluation Questions	Sub-questions	Evaluative criteria and sub-criteria	Variables and Data to be collected	Data collection methods and tools*					Data Sources
				DR	ToC	PMQ	IN	DO	
	2.5 How have UNDP results contributed to enhancing the processes for gender equality and women's empowerment?	4. Effectiveness: 4.C. Prioritizing gender equality and women's empowerment	- Results and classification related to gender based on the GRES scale.	X		X	X	X	
EQ.3 To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response, and recovery process?	3.1 To what extent has the support of UNDP to address the COVID-19 pandemic been relevant to the needs of Equatorial Guinea?	1. Relevance: 1. C. Relevance of programme priorities	Evidence of responsiveness to the evolving context, policy alignment and support to address needs of national authorities and population	X	X	X	X	X	- Document review: ROAR, Mini-ROAR, Monitoring data on integrated programming - PMQ - Interviews - Evidence from decentralized evaluations
	3.2 To what extent was the COVID-19 support and response from UNDP aligned with the national government plans, as well as with the support of other agencies of the United Nations, donors and NGO/CSO?	2. Coherence: 2. B. External programme coherence	Evidence of strategic partnerships, alignment and coordination with the government and other actors involved in the response to COVID-19	X	X		X	X	
	3.3 How well has UNDP supported Equatorial Guinea so it developed answers that reduce the loss of lives and protect social and economic development in the long term?	4. Effectiveness: 4. A. Achieving/ eventual achievement of the stated outputs and outcomes	- Outputs/Outcomes and results achieved in terms of health and socio-economic response and recovery	X		X	X	X	
	3.4 To what extent were UNDP funding decisions timely and informed by policies, needs analysis, risk analysis and dialogue with members, supporting an efficient use of resources?	3. Efficiency: 3.A. Timeliness	- Operational data and execution reports	X		X	X		
	3.5 Has the support contributed to the development of social, economic and health systems in Equatorial Guinea that are equitable, resilient and sustainable?	5. Sustainability: 5.A. Sustainable capacity	- UNDP enabled changes pursued - Capacities established to continue with the programme - Measures in place to enable sustainability of capacities achieved - Institutionalized progress made	X		X	X	X	

Evaluation Questions	Sub-questions	Evaluative criteria and sub-criteria	Variables and Data to be collected	Data collection methods and tools*					Data Sources
				DR	ToC	PMQ	IN	DO	
EQ.4 What factors contributed to or hindered UNDP's performance and, eventually, the sustainability of results?	4.1 To what extent were programme resources (including human resources) strategically allocated and the project budget realistically estimated given the donor landscape?	3. Efficiency: 3. B. Management and Operational efficiency	- Addressed programme risks in design and in implementation - Efficiently allocated human resources - Innovations for adaptive change processes in operations -	X		X	X	X	- Document review- UNDP staff structure; M&E reports, ROAR, CPD and project budget; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape. - Reports of MCT - M&E documents - Pre Mission Questionnaire (PMQ)
	4.2 To what extent were the estimated resources mobilized, pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams?	3. Efficiency: 3. B. Management and Operational efficiency	Successfully mobilized funding - Multiple sources of programme funding - Cost-sharing mechanisms and partnerships in place - Team structure enabled integrated programming	X		X	X	X	
	4.3 To what extent did UNDP take measures to enable development innovation?	4. Effectiveness: 4.D. Development Innovation	- Innovation practices institutionalized - Promoted innovation within UNCT and among development actors.	X		X	X	X	- Document review - Literature review on the impact of development interventions on social justice/environment / economic performance/political stability/gender equality; - Monitoring data on negative consequences addressed. - PMQ - ROAR
	4.4 What measures were taken to reduce the likelihood of negative consequences for social justice, gender equality or the environment over time?	4. Effectiveness: 4.E. Programming processes adhered to sustainable development principles	- Social justice, Gender equality and Environment safety and Climate change risks were factored in programme design	X			X		
	4.5 What measures were taken to facilitate national ownership of programme results? (including here capacity building and ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors)	5. Sustainability: 5.A. Sustainable capacity	- UNDP enabled changes pursued - Capacities established to continue with the programme - Measures in place to enable sustainability of capacities achieved - Institutionalized progress made - Ensured national ownership - Ensured participation of CSOs	X		X	X		- Document review – Programme/ project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement

Evaluation Questions	Sub-questions	Evaluative criteria and sub-criteria	Variables and Data to be collected	Data collection methods and tools*					Data Sources
				DR	ToC	PMQ	IN	DO	
	4.6 To what extent were measures promoted to scaling up?	5. Sustainability: 5.A. Sustainable capacity	<ul style="list-style-type: none"> <li>- Leveraged local innovation</li> <li>- Supported private sector funding</li> <li>- Programmatic partnership established with agencies engaged in complementary initiatives.</li> <li>- Scaling of innovative practices</li> <li>- Achievements made in facilitating development financing</li> <li>- UNDP addressed institutional bottlenecks in development financing</li> </ul>	X			X	X	supported by UNDP; mapping of programme partnerships, incl. new partnerships - Reports of MCT - M&E documents - PMQ - Interviews – to ascertain whether linkages with national programmes were established.
	4.7 To what extent were financial and human resource needs for sustaining/scaling results achieved addressed?	5. Sustainability: 5.B. Financing for development		X			X		

\*DR: Document review, ToC = Theories of Change, PMQ: Pre-mission questionnaire, IN: Interviews with key counterparts and partners, DO: Direct observation.

## ANNEX 3. PROJECT LIST

CPD Outcome ID	Project Title	Project ID	Output Description	Output ID	CPD Output	Output Start Year	Output End Year	Implementation Modality	Gender Marker
<b>OUTCOME 1: By 2023, young people, women and persons with disabilities have better and equitable access to decent employment opportunities</b>									
Outcome 1	<i>Apoyo a la Unidad de Referencia de Enfermedades Infecciosas</i>	86814	<i>Apoyo al programa nacional VIH</i>	94016	Output 1.3	2014	2022	NIM	GEN1
Outcome 1	<i>Apoyo Institucional para el Desarrollo del Comercio</i>	117415	<i>Desarrollo del Comercio</i>	114202	Output 1.1	2019	2022	NIM	GEN1
Outcome 1	<i>Reforzamiento de las Capacidades Estadísticas para ODS</i>	118515	<i>Estadísticas para los ODS</i>	115312	Output 1.1	2019	2023	NIM	GEN2
Outcome 1	<i>Apoyo al Programa Nacional de lucha contra el VIH</i>	123740	<i>Lucha contra el VIH</i>	118919	Output 1.3	2021	2023	NIM	GEN2
Outcome 1	<i>Respuesta al COVID-19</i>	127449	<i>COVID-19 Impacto Socioeconómico</i>	121495	Output 1.1	2020	2021	DIM	GEN1
Outcome 1	Support to the Digitalization of Equatorial Guinea	133060	Support to the Digitalization of Equatorial Guinea	125273	Output 1.1	2021	2022	DIM	GEN2
Outcome 1	<i>Respuesta al Crisis generado por la explosión en Bata</i>	134840	<i>Respuesta al Crisis - Bata</i>	126332	Output 1.2	2021	2021	DIM	GEN1
Outcome 1	Joint Programme COVID 19 Immunization Programme	136364	JP - UNDP Contributions	127287	Output 1.3	2021	2022	DIM	GEN2
<b>OUTCOME 2: By 2023, the population of Equatorial Guinea uses its natural resources (marine, forest and water resources) in a sustainable manner</b>									
Outcome 2	SE4ALL GUINEA ECUATORIAL	94909	SE4ALL GUINEA ECUATORIAL	98972	Output 2.2	2016	2022	NIM	GEN1
Outcome 2	<i>Promoción de las economías Azul y Verde en GE</i>	134841	<i>Economías Azul y verde</i>	126333	Output 2.2	2021	2021	DIM	GEN2



CPD Outcome ID	Project Title	Project ID	Output Description	Output ID	CPD Output	Output Start Year	Output End Year	Implementation Modality	Gender Marker
<b>OUTCOME 3: By 2023, the State Institutions have an efficient Public Management, based on standards, procedures, programmes and reliable data on Public and Economic Policies based on evidence, which strengthens the participation of Civil Society Organizations (CSO) in the process of strengthening and effective functioning of the State Institutions.</b>									
Outcome 3	<i>Apoyo programa nacional de Derechos Humanos.</i>	117360	<i>PROMOCIÓN DE LOS DD.HH 19-23</i>	114163	Output 3.2	2019	2023	NIM	GEN1
Outcome 3	<i>Programa de subvenciones para derechos humanos y democracia</i>	126193	<i>Programa de subvenciones</i>	120325	Output 3.2	2020	2022	DIM	GEN1
Outcome 3	<i>Respuesta al COVID-19</i>	127449	<i>COVID-19 Gestión integrada</i>	121384	Output 3.1	2020	2021	DIM	GEN2

## ANNEX 4. STAKEHOLDERS INTERVIEWED

### Government

ATOGO ONDJAGA, Maria Nieves, Tecnico de Medio Ambiente, Ministerio de Agricultura, Ganaderia Bosques y Medio Ambiente.

EBANG NZANG, Benita, Director General Economia, Ministerio de Hacienda, Economia y Planificacion.

ELA NGOMO, Angel Francisco, Punto Focal, Ministerio Trabajo, Fomento del Empleo y Seguridad Social.

ELA, Valeriano, Project coordinator, Tercer Viceprimatura y la Defensoria del Pueblo.

EVUNA ANDEME, Mari Cruz, DG Organismos Internacionales , Ministerio asuntos Exteriores.

MBA NCHAMA, Manuel, Director General de DD.HH , Departamento de Derechos Humanos.

NGUA AYECAABA, Gabriel, Director General de Conservacion y Medio Ambinete , Ministerio de Agricultura , Ganaderia Bosques y Medio Ambiente.

NGUI, Federico, Director de la gestion de residuos Min Interior , Ministerio Interior y Corporaciones Locales.

NSHO ELÁ, Deogracia, Responsable Nacional de la Gestión de ARV y Otros insumos relacionados , Minsterio de Sanidad y Bienestar Social.

OKIRI, Bindang , Directora General , Ministerio de Hacienda, Economia y Planificacion.

ONDO, Beerma , Director General Planificacion, Ministerio de Hacienda, Economia y Planificacion.

OSA NSOMBORO, Expedito Genaro , Coordinador , Ministerio Comercio y Promocion de PyMES.

OVONO, Elias, Director, Instituto Nacional de Administración Pública (INAP).

### Donors

ANDEMA SIMA, Sinforosa, Focal Point, Embassy of the United States of America.

BAJO, Clara, General Coordinator of AECID in EG, AECID (Spanish Cooperation Agency).

BARNUEVO SEBASTIÁN DE ERICE, Alfonso, Ambassador, Embassy of Spain.

MICHA, Antonio, Environment Focal Point, GEF.

NZE MIKO NZANG, Cornelio, Local Economist, IMF.

### Civil Society

ELA ONDO, Martin, President , ASONAMI.

MONTGOMERY, David, Director, Bioko Biodiversity Protection Program.

MOTOVE, Amancio, Moka Wildlife Center Manager, Bioko Biodiversity Protection Program.

NDONG BEYE, Basilio , President, Cruz Roja Guinea Ecuatorial.

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NDONG MBA ASUE, Jose, Representante, HTS, S.L.  
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OYONO MANGUE, Gregorio Daniel, Representant , C.A. TECHNOLOGY.  
SISINO NVE AYINGONO, Juan, Representante, CREANA, S.L.

## **Others**

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## **United Nations**

ABESO NZANG, Irene, Project Officer, FAO.  
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ESONO MANGUE, Jaime Nsue, Representante Auxiliar, UNFPA.  
NGALE BAMA, Matias, Oficial de Cordinacion, Partnership and Development Finance, RCO.  
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COLON, Johnny, Recovery Adviser , UNDP  
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KOMENAN, Yacin, Deputy Resident Representative ai, UNDP  
LAURENCE-CHOOUNONE, Elsie, Resident Representative, UNDP  
MICHA CEITA, Quintín Monsuy, Director del Centro Juvenil, UNDP  
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MONGE ROFFARELLO, Luca, Economista Principal Sao Tome y Guinea Ecuatorial, UNDP  
NGUEMA BECHENG, Nicomedes, Enlace Bata, UNDP  
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CASTO NVOMO, Ramon, Jefe de Operacion, UNDP  
NGUEMA OYANA, Jose, Gerente de proyecto, UNDP  
RAZAFIMIARANA, Tsiry Tahianarinoro, Especialista de programa/M&E, UNDP  
SATCHIVI, Ayele Wansi, Especialista Regional, UNDP  
WORKINEH, Jonathan, Especialista Regional, UNDP

## ANNEX 5. DOCUMENTS CONSULTED

In addition to the documents listed below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Equatorial Guinea governmental departments, project management offices and others.

- Data-Pop Alliance, C-19 Global South Observatory – Equatorial Guinea, August 2020, <https://datapopalliance.org/covid19/c19globalsouthobservatory/equatorial-guinea/>
- Green Climate Fund (2019) ‘Republic of Equatorial Guinea Country Program 2019’.
- International IDEA. ‘Global State of Democracy – Equatorial Guinea’. <https://www.idea.int/data-tools/country-view/117/40>
- Kemp, Simon (2022) ‘Digital 2022: Equatorial Guinea’ <https://datareportal.com/>
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## ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
<b>Number of policies, plans, strategies and programmes that promote inclusive and sustainable economic development implemented.</b> Baseline: 1	5	1	1	2	No data	Source: MoFEP reports; MoCPSME, MoINDE, UN Reports. CO comment: The first one is the National economic and social development plan that expired in 2020. The second one is the new National Sustainable Development Strategy approved in April 2021 (to be implemented until 2035).
<b>Number of comprehensive surveys with disaggregated data undertaken by INEGE</b> Baseline: 2	5	2	3	3	No data	Source: INEGE Stats Yearbook. CO comment: Equatorial Guinea Stats Yearbook for 2021 is not yet available.
<b>1.1.3.1. Total number of green and blue jobs created</b> Baseline: 0	5000	0	0	25	No data	Source: Ministry of Labour, Employment Promotion and Social Security reports, World Bank data reports. CO comment: National data are not available. Data reported are based on the green and blue jobs created in the framework of the Innovation Challenge within the implementation of the UNDP project, Support to green and blue economy. The current data reported reflect the jobs created so far. However, the innovation projects are expected to create more jobs in the coming years.
<b>1.1.3.2. Number of green and blue jobs created for women</b>  Baseline: 0	2500	0	0	10	No data	Source: MoLPRESS reports, World Bank data reports. CO comment: National data are not available. Data reported are based on the green and blue jobs created in the framework of the Innovation Challenge within the implementation of the UNDP project, Support to green and blue economy. The current data reported reflect the jobs created so far. However, the innovation

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
						projects are expected to create more jobs in the coming years.
<b>1.1.3.3. Number of green and blue jobs created for men</b>  <b>Baseline: 0</b>	2500	0	0	15	No data	Source: MoLPRESS reports, World Bank data reports. CO comment: National data are not available. Data reported are based on the green and blue jobs created in the framework of the Innovation Challenge within the implementation of the UNDP project, Support to green and blue economy. The current data reported reflect the jobs created so far. However, the innovation projects are expected to create more jobs in the coming years.
<b>1.2.1.1. Percentage of women and youth who were granted a credit to create or develop their business</b> <b>Baseline: 5%</b>	30%	5%	5%	5%	No data	Source: PNDES reports.  CO comment: No change expected in 2021
<b>1.2.1.2. Percentage of women who were granted a credit to create or develop their business</b> <b>Baseline:</b>	No data	No data	No data	No data	No data	CO comment: disaggregated data not available at country level.
<b>1.2.1.3. Percentage of youth who were granted a credit to create or develop their business</b> <b>Baseline:</b>	No data	No data	No data	No data	No data	CO comment: disaggregated data not available at country level.
<b>1.2.2.1. Percentage of women and youth participants in educational or vocational trainings who found a job within 6 months</b> <b>Baseline: 0%</b>	30%	0%	0%	0%	No data	Source: PNDES reports.  CO comment: Data unavailable.
<b>1.2.2.2. Percentage of women participants in educational or vocational trainings who found a job</b>	30%	0%	0%	0%	No data	Source: PNDES reports.  CO comment: Data unavailable.



OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
<b>within 6 months</b> <b>Baseline: 0%</b>						
<b>1.2.2.3. Percentage of youth participants in educational or vocational trainings who found a job within 6 months</b> <b>Baseline: 0%</b>	30%	0%	0%	0%	No data	Source: PNDES reports.  CO comment: Data unavailable.
<b>1.3.1.1. Extent to which policy measures and institutional capacities are in place to increase access to social protection schemes for WOMEN</b> <b>Baseline: 0</b>	3	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID-19 vaccine rollout has been approved, the CO has not implemented yet projects or UN Joint project related to the Social Protection Scheme as such.
<b>1.3.1.2. Extent to which policy measures and institutional capacities are in place to increase access to social protection schemes for MEN</b> <b>Baseline: 0</b>	3	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID19 vaccine rollout has been approved, the CO has not implemented yet projects or a United Nations joint project related to the Social Protection Scheme as such.
<b>1.3.1.3. Extent to which policy measures and institutional capacities are in place to increase access to social protection schemes for YOUNG PEOPLE</b> <b>Baseline: 0</b>	3	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID19 vaccine rollout has been approved, the CO has not implemented yet projects or a United Nations joint project related to the Social Protection Scheme as such.
<b>1.3.1.4. Extent to which policy measures and institutional capacities are in place to increase access to social protection schemes for URBAN POOR</b> <b>Baseline: 0</b>	3	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID19 vaccine rollout has been approved, the CO has not implemented yet projects or a United

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
						Nations joint project related to the Social Protection Scheme as such.
<b>1.3.1.5. Extent to which policy measures and institutional capacities are in place to increase access to social protection schemes for RURAL POPULATION</b> Baseline: 0	3	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID19 vaccine rollout has been approved, the CO has not implemented yet projects or a United Nations joint project related to the Social Protection Scheme as such.
<b>Percentage of female headed households, that have received any type of cash transfers in the framework of the National Social Protection System</b> Baseline: 0%	30%	0	0	0	No data	Source: Government and UN reports.  CO comment: In 2021, apart for the access to HIV treatment, even though a joint programme on COVID19 vaccine rollout has been approved, the CO has not implemented yet projects or a United Nations joint project related to the Social Protection Scheme as such.
<b>1.3.3.1. TOTAL number of people accessing services related to HIV</b> Baseline: 19,245	33,398	22,865	25,011	25,493	No data	Source: MoH and UN reports  CO comment: Target was not reached this year. However, compared to 2020, there is some improvement. One of the reasons is the abandonment of treatment, which was exacerbated by the COVID-19-related movement restrictions in the country and the explosions that occurred in Bata city.
<b>1.3.3.2. Communication for behaviour change - FEMALE</b> Baseline: 180	495	198	0	114	No data	Source: MoH and UN reports CO comment: Due to the impact of the current COVID-19 pandemic, activities implementation was still limited in 2021, especially those requiring people gathering. In this regard, in 2021, the sensitization campaign was for health professionals.
<b>1.3.3.3. Communication for behaviour change - MALE</b> Baseline: 180	503	182	0	105	No data	Source: MoH and UN reports CO comment: Due to the impact of the current COVID-19 pandemic, activities implementation was still limited in 2021, especially those

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
						requiring people gathering. In this regard, in 2021, the sensitization campaign was for health professionals.
<b>1.3.3.4. AVR treatment - FEMALE</b>  <b>Baseline: 8,800</b>	16,550	16,691	18,424	18,749	No data	Source: MoH and UN reports CO comment: Target was not reached this year. However, compared to 2020, there is some improvement. One of the reasons is the abandonment of treatment, which was exacerbated by the COVID-19-related movement restrictions in the country and the explosions that occurred in Bata city.
<b>1.3.3.5. AVR treatment - MALE</b>  <b>Baseline: 10,100</b>	16,850	6,174	6,587	6,744	No data	Source: MoH and UN reports CO comment: Target was not reached this year. However, compared to 2020, there is some improvement. One of the reasons is the abandonment of treatment, which was exacerbated by the COVID-19-related movement restrictions in the country and the explosions that occurred in Bata city.
<b>Number of protected Areas with operational management plans implemented</b> <b>Baseline: 2</b>	5	2	2	2	No data	Source: Project reports, Ministry of Agriculture, Livestock, Forestry and Environment CO comment: No change. The CO has not yet implemented projects related to protected areas.
<b>2.1.2.1. Area under IMPROVED Management Plans (hectares)</b> <b>Baseline: 367500</b>	470158	367500	367500	367500	No data	Source: Project reports, MoALFE CO comment: No change. The CO has not yet implemented projects related to protected areas.
<b>2.1.2.2. Area under SUSTAINABLE forest Management (hectares)</b> <b>Baseline: 367500</b>	470158	367500	367500	367500	No data	Source: Project reports, MoALFE CO comment: No change. The CO has not yet implemented projects related to protected areas.
<b>Level of funding from private sector to finance sustainable environmental initiatives</b>	2,000,000	No data	No data	No data	No data	CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly. Funds are not yet

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
<b>Baseline: N/A</b>						available to conduct such a study. As of the date of reporting, baseline still not yet available. Milestones and target TBD accordingly.
<b>Number of communities that adopt sustainable practices for the management of natural resources and adaptation to climate change</b> <b>Baseline: 2</b>	10	2	2	2	No data	Source: MoALFE, MoINDE, UNDP/GEF projects progress reports  CO comment: No result to report. The CO has not yet related activities/projects.
<b>2.2.2.1. Proportion of TOTAL households benefiting from clean, affordable and sustainable energy access</b> <b>Baseline: 0</b>	5%	0%	0%	0%	No data	Source: GEF projects progress reports  CO comment: No change expected in 2021. Data not available either.
<b>2.2.2.3. Proportion of WOMEN HEADED households benefiting from clean, affordable and sustainable energy access</b> <b>Baseline: 0</b>	5%	0%	0%	0%	No data	Source: GEF projects progress reports  CO comment: No change expected in 2021. Data not available either.
<b>2.2.2.3. Proportion of RURAL AREAS households benefiting from clean, affordable and sustainable energy access</b> <b>Baseline: 0</b>	5%	0%	0%	0%	No data	Source: GEF projects progress reports  CO comment: No change expected in 2021. Data not available either.
<b>2.2.2.4. Proportion of URBAN AND PERI URBAN AREAS households benefiting from clean, affordable and sustainable energy access</b> <b>Baseline: 0</b>	5%	0%	0%	0%	No data	Source: GEF projects progress reports  CO comment: No change expected in 2021. Data not available either.

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
<b>3.1.1.1. Proportion of TOTAL people accessing basic services</b> Baseline: N/A	60%	No data	No data	No data	No data	Source: Ministry of Social Affairs (MoSAGE), INEGE Statistics Yearbook CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not available: TBD. Milestones and target TBD accordingly.
<b>3.1.1.2. Proportion of POOR people accessing basic services</b> Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, INEGE Statistics Yearbook CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not available: TBD. Milestones and target TBD accordingly.
<b>3.1.1.3. Proportion of WOMEN accessing basic services</b> Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, INEGE Statistics Yearbook CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not available: TBD. Milestones and target TBD accordingly.
<b>3.1.1.4. Proportion of YOUTH accessing basic services</b> Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, INEGE Statistics Yearbook CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not available: TBD. Milestones and target TBD accordingly.
<b>Number of local governments with local development plans</b> Baseline: 0	5	0	0	0	No data	Source: Reports of local governments, project reports of the National Plan for Local Development CO comment: No project has yet been implemented in this area of intervention. However, on its project pipeline, the CO counted on the Emergency Programme for Community Development. Unfortunately, the proposal was withdrawn as it has never been approved by the Government and the expected funds were in the end assigned to the Joint Programme for Vaccine Roll-out (as per the Government's and donor's decision).

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
<b>3.2.1.1. Formal justice - WOMEN</b>  Baseline: N/A	No data	No data	No data	No data	No data	CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not available: TBD. Milestones and target TBD accordingly.
<b>3.2.1.2. Formal justice - MEN</b>  Baseline: N/A	No data	No data	No data	No data	No data	Source: Ministry of Social Affairs (MoSAGE), MoJ reports CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly.
<b>3.2.1.3. Formal justice - MARGINALIZED GROUPS</b>  Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, MoJ reports CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly.
<b>3.2.1.4. Informal justice - WOMEN</b>  Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, MoJ reports CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly.
<b>3.2.1.5. Informal justice - MEN</b>  Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, MoJ reports CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly.
<b>3.2.1.6. Informal justice - MARGINALIZED GROUPS</b>  Baseline: N/A	No data	No data	No data	No data	No data	Source: MoSAGE reports, MoJ reports CO comment: Baseline not available at the time that the CPD was being developed. As of today, the baseline is not yet available: TBD. Milestones and target TBD accordingly.
<b>Number of Universal Periodic Review recommendations implemented</b>  Baseline: 26	100	26	26	26	No data	Source: MoJ, DPHR, United Nations Human Rights Office of the High Commissioner Report CO comment: Baseline date is 2012. Equatorial Guinea was reviewed by UPR WG 33, in May of 2019. It received 221 recommendations, and it supported 202 recommendations at the adoption of its UPR

OP Indicator Description	OP Indicator Target 2023	OP Indicator Value 2019	OP Indicator Value 2020	OP Indicator Value 2021	OP Indicator Value 2022	Comments
						outcome at Human Rights Council 42, in September 2019 (an increase of 32% with respect to the 2nd cycle). However, at this stage data are not available on the number of recommendations implemented so far. No updated data to be reported in 2021
<b>Number of laws related to human rights that have been ratified</b>  <b>Baseline: 7</b>	12	7	7	7	No data	Source: MoJ, DPHR CO comment: No data or communication available on the additional human rights law ratified.
<b>3.3.1.1. Number of measures in place that set and monitor progress towards numeric targets for women's leadership in the PUBLIC SECTOR</b> <b>Baseline: 0</b>	5	0	0	0	No data	Source: MoSA GE CO comment: Officially there was no measure in place at the country level. In addition, UNDP has not implemented related activities.
<b>3.3.1.2. Number of measures in place that set and monitor progress towards numeric targets for women's leadership in NOT FOR PROFIT SECTOR</b> <b>Baseline: 0</b>	5	0	0	0	No data	Source: MoSAGE reports CO comment: Officially there was no measure in place at Country Level. In addition, UNDP has not implemented related activities.
<b>Number of legal, policy and institutional reforms adopted to remove structural barriers to women's empowerment, including sexual and gender-based violence.</b> <b>Baseline: 1</b>	2	1	1	1	No data	Source: MoJ, DPHR CO comment: No official legal, policy and institutional reforms to remove structural barriers to women's empowerment have been promulgated. However, UNDP supported the Government by providing recommendations for the integration of women in trade ( through national wide consultations).

Source: UNDP Corporate Planning System

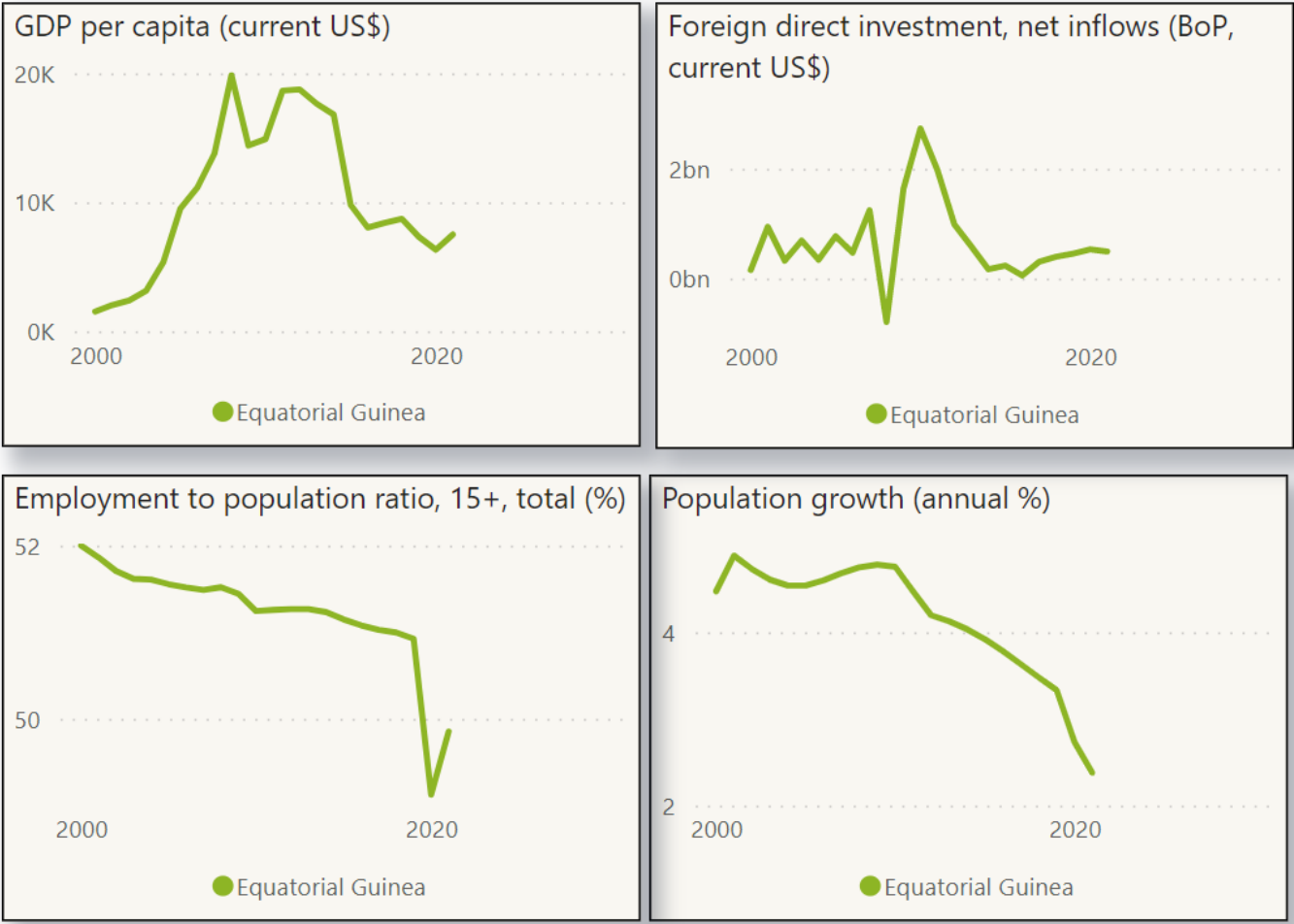


## ANNEX 7. RATING MATRIX

Criteria	Outcome 1 Rating	Outcome 2 Rating	Outcome 3 Rating	Overall rating
<b>1. Relevance</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
1.A. Adherence to national development priorities	3	2	3	2
1.B. Alignment with UN/UNDP goals	3	3	3	3
1.C. Relevance of programme logic	3	3	3	3
<b>2. Coherence</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>
2.A. Internal programme coherence	1	1	1	1
2.B. External programme coherence	2	1	2	2
<b>3. Efficiency</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>
3.A. Timeliness	3	2	3	3
3.B. Management efficiency	2	2	3	3
<b>4. Effectiveness</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>
4.A. Achieving stated outputs and outcomes	2	2	3	2
4.B. Programme inclusiveness (especially those at risk of being left behind)	2	2	2	2
4.C. Prioritizing gender equality and women's empowerment	2	1	2	2
4.D. Programming processes adhered to sustainable development principles	2	1	3	2
<b>5. Sustainability</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
5.A. Sustainable capacity	2	1	3	2
5.B. Financing for development	3	2	3	3

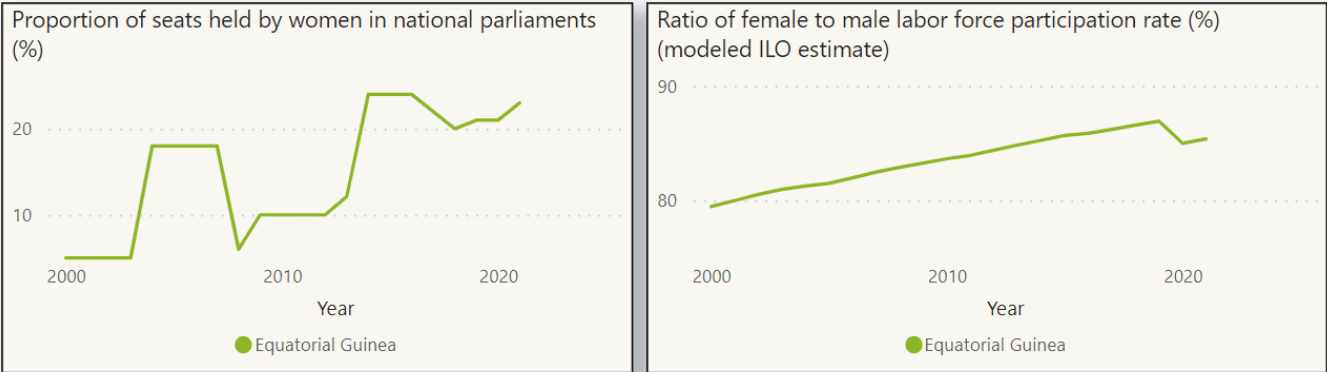
# ANNEX 8. COUNTRY AT A GLANCE

## Poverty:



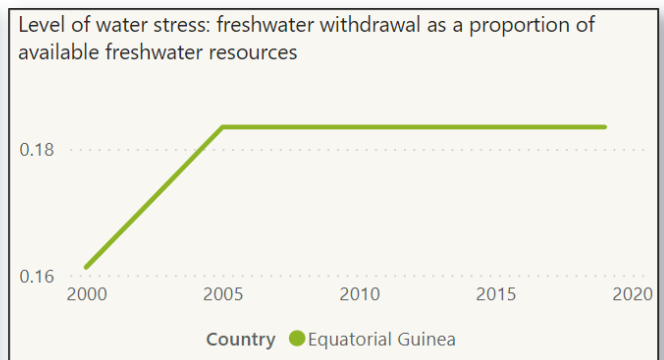
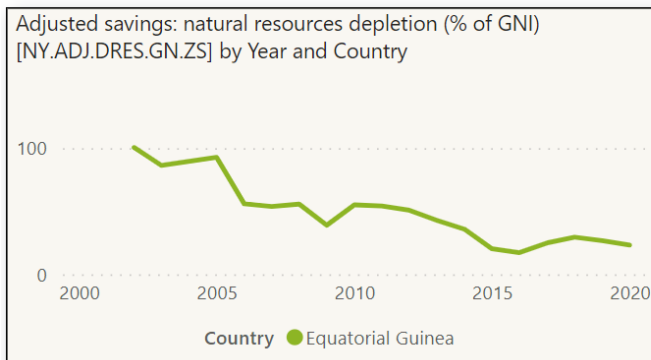
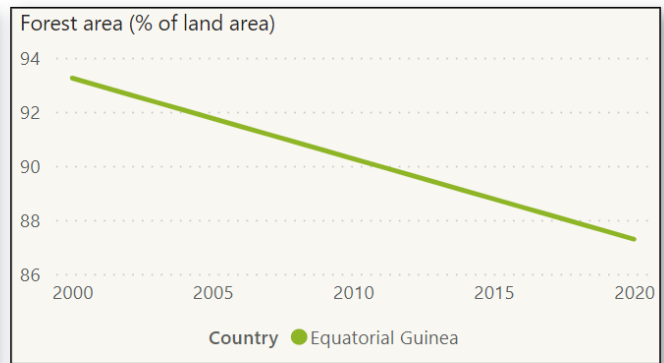
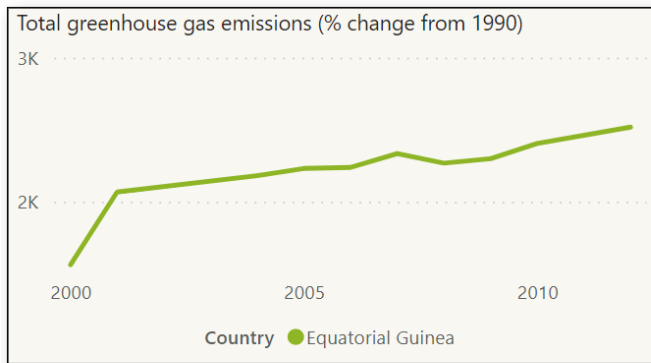
Source: UNSTAT, WDI

## Gender:



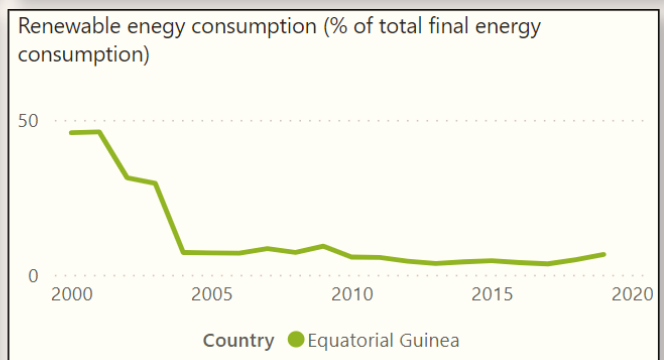
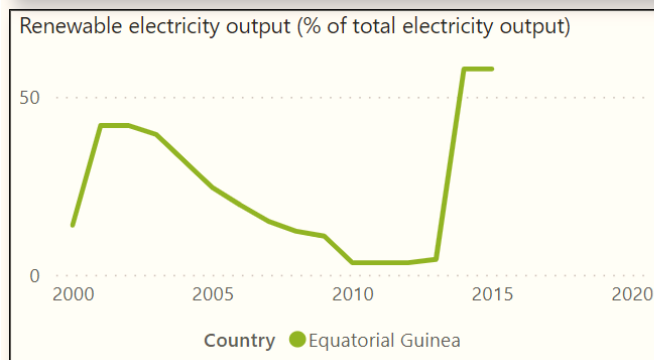
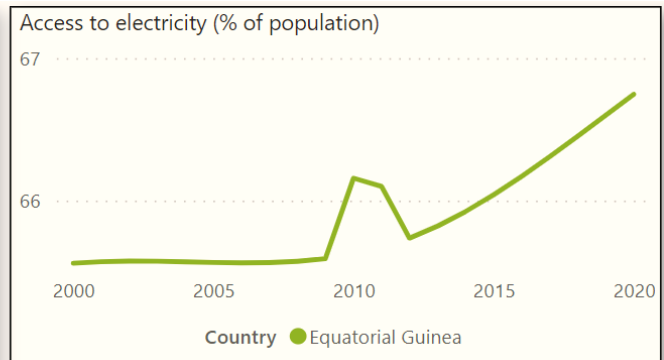
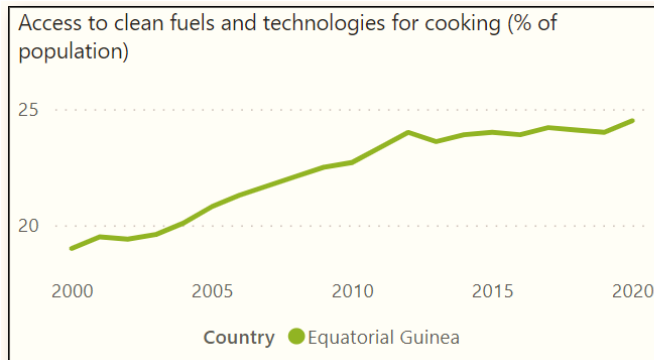
Source: WDI

## Environment:



Source: UNSTAT, WDI

## Energy:



Source: WDI.