



Partnership Strategy and Action Plan for Resource Mobilization

PSRM 2018-2021

DRAFT
3RD SEPTEMBER 2018



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Agenda

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1. Introduction and Country Background



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• UNDP's Strategic Plan 2018-2021

approved in Oct 2017 only a few weeks after the election of a new President and new Government in Angola.

• UNDP Angola has an opportunity to review its existing partnerships and programmes.(2018/2019)

• Challenges persist, such as high levels of poverty (36.6% national poverty and 58,3% rural poverty), regional asymmetries, high youth unemployment, lack of quality education, lack of quality and uneven access to health, to highlight a few.

• Overall results were not as expected due in part to a "lack of rigour and discipline in attitudes and behaviours" in the implementation of Government's programmes, as stated by the President João Lourenço.

• The Government's *PDN 2018-2022* defined the diversification of the country's economy as the top priority to end the country's dependence on oil, reduce its vulnerability to external shocks, create jobs especially for the youth and reduce extreme poverty.

• Angola must now work harder to avoid the dynamic of "*exiting*" and then "*falling back*" on the recent gains in the country's human development indicators.(UNDP SP Plan!)

• **As the UN's specialized agency focused on supporting country's efforts to eradicate poverty and achieve sustainable development as well as being the steward of the SDG country platforms, UNDP has the mandate to support Angola in its efforts not to "fall back" and to deliver more effectively on its own development agenda.**

2. Methodology



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The drafting process adopted the following methodology:

The PSRM was elaborated in a transition year for UNDP Angola as 2018 saw changes in the Government's focal points to UNDP, changes in the overall performance of existing programmes and the publication of the PDN 2018-2022 requiring re-alignment of partners to the programming cycle.

Essentially, the PSRM was elaborated through “*learning as doing*” approach!!

- a. *Desk review of existing documents & resources.*
- b. *Internal staff interviews and external interviews with stakeholders regarding partnerships and experiences.*
- c. *Participation in Government's strategic events and networking with potential partners and donors (specific attention was paid to the IFIs).*
- d. *Project implementation support for specific dossiers related to the partnerships and resource mobilization.*
- e. *Engaging with private sector companies under the leadership of the UNDP Senior Management and drafting of project proposals for potential private sector financing.*
- f. *The PSRM greatly benefited from processes such as the MAPs mission to Angola , the UN's Common Country Assessment (CCA), UNDP's Independent Country Programme Evaluation (ICPE) the Rapid Integrated Assessment (RIA) of the PDN 2018-2021 alignment of the SDGs.*



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3. Global Context-

Less ODA, More Blended Finance

- Despite an overall increase in global levels of ODA, there has been reduction in donor financing to regular resources/ core budgets of UN agencies with donors preferring thematic and targeted funding.
- Traditional flows of ODA to regions such as Sub-Saharan Africa and South and Central Asia have been disrupted, as ODA funds are focused on dealing with the migrant and refugee crisis.
- Scandals such as Oxfam, USA's open criticisms of multilateralism, nationalists sentiments have all affected the current context on financing development.
- The 2030 Agenda for Sustainable Development and the SDGs calls for an estimated \$5-7 trillion USD dollars annually of funding!
- Traditional financing models will not be sufficient to meet the gap and new funding sources are being pursued, as the role of the **private sector financing, philanthropic institutions and funds**, and of the **developing countries domestic resources** are being brought to fore in high-level discussions on global partnerships and financing for sustainable development.
- UNDP's administrator has defended that *"There is no shortage of capital in global economy"*
- The pursuit of "blended financing" for development through the use national funds or ODA funds to leverage large private investments in developing countries is being hailed as an important step for meeting development goals and increasing the private investment flows to the least developed and middle-income countries.

4. Local Context - MIC, Economic Diplomacy, Increasing Role of IFIs



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- Angola has not been a traditional destination for high levels of ODA, having been regarded as a MIC for several years and through its bilateral relationship with China and **its own revenues during the years of economic boom** financed much of its development programmes.
- IFIs such as the World Bank and the African Development Bank in Angola did not have a significant weight on the State's budget before 2014/2015 and the criteria and processes for concessional loans from IFIs were for several years deemed to be too long and As per demanding.
- **Issues of transparency and capacity for implementation** and adherence to the IFIs rules on procurement and project management also underlined the limited number of projects supported by IFIs in the country, exceptions being the World Bank's Social Fund experience (*Fundo de Apoio Social*), projects supporting agricultural production and rural development, and other smaller projects for capacity development of sectors such as environment and fisheries.

4. Local Context - MIC, Economic Diplomacy, Increasing Role of IFIs



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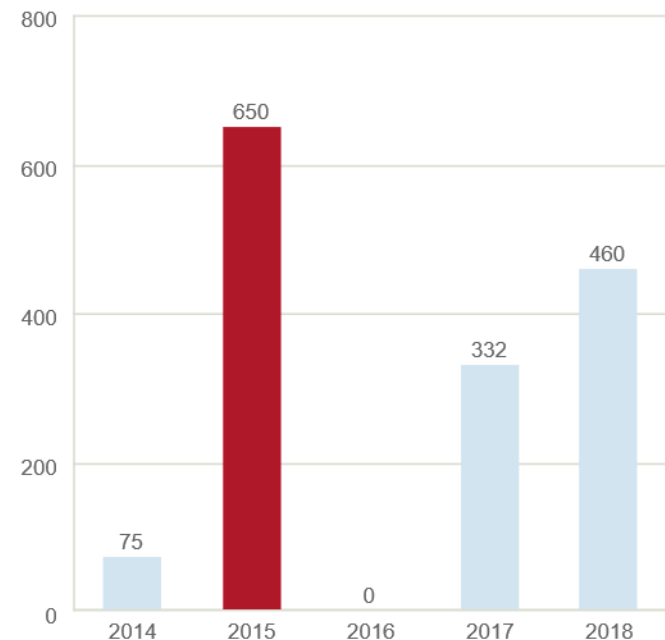
- In 2015, the recourse to the IFIs became higher as the Government of Angola requested a \$650 million USD from the World Bank's IBRD portfolio, the first time since it became eligible for IBRD loans in 2010.
- Economic diplomacy has been defined as a key priority for the attraction of foreign direct investment from multiple sources **and improving the performance of IFIs loans and the strategic relationship with IFIs such as the IMF and the World Bank** will be a determining factor to guaranteeing financing for *PDN 2018-2022* objectives and goals.
- **This shift in the relevance of IFIs opens new opportunities for different engagement with the UN in the country but also particularly for UNDP** who is also being called to action by its *Strategic Plan 2018-2022* to improve its partnership base and diversify its funding sources, and in Angola **this is not only desirable but necessary.**

WORLD BANK LENDING- Snapshot

Angola: Commitments by Fiscal Year

(in millions of dollars) *

*Amounts include IBRD and IDA commitments



5. UNDP in Angola –

Partnerships and Resources Overview



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7. Donor Mapping / Areas of Focus



Pillar	Group 1 (country priority + thematic area)	Group 2 (thematic area but not country priority)
Inclusive and Sustainable Growth	Ministries and Institutions from the national Government, UNCTAD, ILO, FAO, UNIDO, UNECA, European Commission, AfDB, World Bank, IMF, UNICEF, UNFPA, GFTAM, UNAIDS, WHO, USAID, IOM, PEPFAR.	Belgium, Canada, Czech Republic, Denmark, India, Qatar, Turkey
Democratic Governance	Included in the CPD: Ministries and Institutions from the national Government, GEF, OHCHR, UNCDF, ILO, IOM, UNESCO, UN Women, European Commission, UNEP, UNECA, UNFPA, UNHCR, World Bank, AfDB, Norway, Japan, JICA,	Australia, Denmark, Finland, France, Republic of Korea, Sweden, Switzerland
Environmental Sustainability and Climate Change	Ministries and Institutions from the national Government, GEF, OHCHR, UNCDF, ILO, IOM, UNESCO, UN Women, European Commission, UNEP, UNECA Included in the CPD, UNFPA, UNHCR, World Bank, AfDB, Norway, Japan, JICA,	Belgium, Canada, France, Iceland, Italy, Republic of Korea, Luxembourg, Netherlands,

6. Partnerships and RM



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What is the PSRM? What its not?

- *Not prescriptive (not Outcome/ Output focused)*
- *Facilitation for strategic view & “opportunistic”*
- *Should be updated annually (Action Plan)*
- *Can not substitute the work of the Programme Officers/Senior Management*

- *RM is a long and arduous process of building motivation and capacities*
- *No silver bullets or quick answers – TRIAL & ERROR*



SUPPORTING STRATEGIES: UNDP ´S Resource Mobilization Action Plan 2017 (RMAP 3.0)/ Mapping of Partnerships & RM, UNDPs Toolkits & Support

6. Partnerships and RM

Priority Actions



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Priority 1: Communicating on Impact

There is an urgent to disseminate more of UNDP's work with partners and with decision makers. UNDP needs to publish its work and to demonstrate clearly its comparative advantage (just as FAO & UNICEF do) without fear of upsetting Government (construct).

Priority 2: (Even) Closer Proximity

UNDP needs to continue to foster close(r) relationships with Government, IFIs and Private Sector through information sharing, participation in partners events, supporting initiatives (not financial but time and relationship building). Senior Programme officers should be at ease to with major donors and

Priority 3: Attitude: *Making the case to the IFIs & Government Partnerships*

UNDP needs to be more vocal of the results of its projects and its competencies. As a trusted partner and global brand UNDP has been seen as present but is not always invited as a stakeholder /

6. Partnerships and RM

Priority Actions



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Priority 4: Create a RM culture

Service culture based on our strengths!

Procurement and thematic strengths should really be know by all and be pursued by all in our engagement. Treat all who relate to UNDP as potential Directors/ Ministers/ Donors... decision makers.

Priority 5: *"Learning as Doing"*

Many RM initiatives will fail or will take a long to materialise.

Even when everything is being done right, expect dissapoints and adapt accordingly.

6. Partnerships and RM

Priority Interventions



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Priority 1: Inclusive Growth & Value Chain Expertise

Priority 2: Health Procurement and Capacity Development

Priority 3: Procurement for Project Acceleration

Priority 4: Government Cost Sharing / *Governance ? Social Protection? Economic Diversification*

Priority 5: Private Sector Financing/ Blended Financing ?? –
MEDIUM TERM FOCUS

7. RM Action Plan

Still being drafted ... *(Initial Outline)*



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“Low hanging fruits”/ Quick Wins

- 1. Government Cost Sharing Campaign targetting Ministry of Health, Ministry of Administration*
- 2. Ministry of Health new agreement*
- 3. World Bank ´s Project on Commercial Agriculture*



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8. Follow up/ M&E

- Annual update of the PSRM
- Review of the economic/ financial climate
- Update the Action Plan



Muito Obrigado!

Kâmia de Carvalho
Consultora
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