

Draft Version October 2019

**Resource Mobilization Strategy**

(Internal Working Document)

Equatorial Guinea

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# **PART I. Partnerships and Resource Mobilization**

1. ***Outlook*** (350 words max)
2. UNDP Equatorial Guinea’s donors are composed by the Government, bilateral and multilateral partners, as well as vertical funds. Being a Middle-Income Country and a Net Contributing Country to the United Nations, the core funds allocated to the Country Office has significantly decreased since its graduation in June 2017. In addition, the Country Programmable Aid (CPA) to Sub-Saharan Africa has been decreasing since 2014, and the growth is expected to be lower in 2019 than in 2016 for 21 Sub-Saharan countries, affecting the most four countries, including Equatorial Guinea. Currently, Equatorial Guinea is not included in the focus countries of almost bilateral and multilateral donors.

However, Equatorial Guinea’s Government Financing (GF) interests are aligned to the priorities as described in the national Plan for Economic and Social Development, such as Infrastructures for productivity enhancement and acceleration of growth; reinforcement of human capital and improvement of the quality of life; economic diversification; and the implementation of quality governance at the service of the citizen. Currently, the focus is more on the Economic Diversification. On its part, the Global Environment Facility (GEF) is focusing on biodiversity, climate change, chemicals, international waters, land degradation, sustainable forest management, and ozone layer depletion. In addition, GEF can also works on cross-cutting issue and programs like Small Grants Programme (SGP). The Enhanced Integrated Framework (EIF) is focusing its works on Women empowerment through entrepreneurship; Agriculture and Trade; and Fragile Countries. The United States of America (USA) Government is interested in various areas such as agriculture and food security; Democracy, Human Rights and Governance; Economic Growth and Trade; Education; Environment and Climate Change; and gender equality and women ‘empowerment. And the Unified Budget, Results and Accountability Framework (UBRAF) is funding activities under United Nations Joint programme for HIV/AIDS.

As a result of what has been mentioned before, the Country Office Programme 2013-2018 was mainly funded by Government Financing (GF). It includes projects and programmes related to Local Development, Education, Information and Communications Technologies (ICT); Human Rights; Corruption; Health/HIV; and Institutional Capacities. The Government cost sharing received up to date amount $ XXX. However, so far protected areas and sustainable energy areas were mainly funded by the (GEF), respectively $ 4,932,800.00 and $ 2,825,403.00. In 2018, the Country Office (CO) mobilized $225,000.00 from the USA Government to financing activities related to Human Trafficking under the project “Support to the National Programme for the promotion and respect for Human Rights”. In 2018 and 2019, $ 40,000.00 have been mobilized for UNDP in the framework of the HIV joint programme from the (UBRAF). The Enhanced Integrated Framework (EIF) provided $ 898,560.00 for three years project, starting in 2019.

1. Overall, following the International Aid Transparency Index (IATI), in 2018, UNDP is the second most transparent International development Aid organization. Since 2013, the agency maintains its “very good” aid transparency level. As such UNDP showcases its comparative advantages as being a transparent organization to reinforcing the donors ‘trust.

In addition, within its focus on the three development settings (Poverty Eradication, Acceleration of structural transformations for sustainable development, and resilience building to crises and shocks), UNDP is implementing six cross-cutting approaches to development called signature solutions : (i) keeping people out of poverty ; (ii) Governance for peaceful, just, and inclusive societies; (iii) crisis prevention and increased resilience; (iv) environment/nature-based solutions for development; (v) Clean, affordable energy ; and (vi) women’s empowerment and gender quality. These solutions aim at achieving the Sustainable Development Goals (SDG) as a response to the multi-dimensionality and complexity that the 2030 demands.

In Equatorial Guinea, UNDP focus areas match perfectly to the national priorities. Based on UNDP mandate and priorities, the agency can contribute to four national Plan for Economic and Social Development pillars related to Infrastructure, human capital, economic diversification and Governance. The current Country Programme Document 2019-2023 is therefore fully aligned to the national development priorities.

1. Official Development Assistance (ODA) for Africa was declining by 0.5% in 2018 and is expected to decline by 0.1%. As such Government Funding is suitable in filling the gap. However, Equatorial Guinea is among the countries worst hit by the CEMAC crisis, and the recent global economic and financial crisis, due to its dependence to oil and gas sector. As a result, it is expected a considerable decrease of Government contribution to development, including the funding for United Nations Development Assistance Framework (UNDAF).

Equatorial Guinea remains part of the MICs, which excludes the country in being geographical priorities for donors. The interest of the GEF in the country is still up to date. However, FAO positioning for GEF may affect negatively UNDP positioning. It is important to note the emergence of donor’s interest for Equatorial Guinea, notably through UNDP. It includes: (i) EIF in the area of economic diversification by means of the trade promotion; and (ii) US Government in the area of Human Rights. Bilateral donor such as Spain, is contributing to the finance of Equatorial Guinea through its own Cooperation (AECID). And France remains non-active in financing local development.

Equatorial Guinea has the presence of multinational oil and gas companies such as Exxon Mobil, Noble Energy and EGLNG. This presence is an opportunity to position the Country Office towards the Corporate Social Responsibility Programmes.

1. ***Strategic Objectives*** (350 words max)
   1. **Partnerships:**

With reference to the current CPD 2019-2023, UNDP is positioned in (i) the inclusive and sustainable development, and (ii) strengthening of effective, accountable and inclusive governance. In this context, UNDP will develop partnerships with ILO, UNESCO, FAO, UNFPA, UNICEF, UNAIDS, OHCHR and UN-Women; as well as civil society and Non-governmental organization (NGO), in addition to the close collaboration with the Government.

UNDP programme is expected to be mainly funded by the GF. As such with the Government, UNDP will leverage it implementation expertise and transparency reputation with the Government to implement the Programme. It also applies for GEF, EIF, the USA Government and UBRAF. In order to improve transparency and accountability, harmonized narrative and financial result-based reporting to donors and other stakeholders is recommended. High quality and timely reports will demonstrate UNDP’s programme management capacities. It also implies a good communication for development strategy, aiming at improving the visibility of UNDP and donors’ contributions. As a result, UNDP image will be enhanced. In the same rationale, engaging the donors in the projects’ strategic decision-making structures and participation in the monitoring of progress toward results, will also contribute to the strengthening of accountability and transparency of UNDP.

Along with, especially for the mobilization of new donors such as the Private sector, in the case of Equatorial Guinea, UNDP should demonstrate (i) realistic programmatic engagements which are reflected in the concept notes, proposals, agreements and project documents, and (ii) high capacity in delivering results.

* 1. **Funding:**

The current CPD is targeting to mobilize $ 52,555,000 in total. For which $ 1,405,000 will be from ordinary resources (TRAC) and $ 51,150,000 from other donors. The Government Funding (GF) is expected to reach $ 37,700,000. Other donors such as Climate funds (GEF, GCF), EIF, USA Government and Private Sector are expected to contribute up to, respectively, $ 8,950,000; $ 1,200,000; $ 2,500,000; and $ 800,000.

55,58% of mobilized funds will be allocated to the strengthening of Human Capital and the Improvement of Quality of Life; 21,06 % will be allocated to the sustainable environment, and the remaining 23,36% to the Quality Governance at the service of citizen. For other resources, it is expected to raise 11,600,000 $ in 2019; 10,400,000 in 2020; $ 11,600,000 in 2021; $ 9,050,000 in 2022; and $ 8,500,000 in 2023.

So far, the Country Office has effectively mobilized $7,107,212 for the CPD for which (i) $ 4,955,231 as part of the Government cost Sharing funding to the HIV project; (ii) $20,000 from UBRAF; (iii) $225,000 from the USA Government, (iii) $1,008,421 from GEF., and (iii) $ 898,560 from EIF.

Private sector funding is expected to reach up to $200,000 per year, starting 2020.

1. ***Actions***

In Tables A and B below, identify the **key actions to be taken to implement your strategy, i**ncluding targeted partners, expected funding levels, steps to be taken including CO capacity investments, and the CO pipeline.

**Table A. Action Plan:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Target partner** *(Name)* | **Expected funding**  *$* | **Targeted area(s) of cooperation\***  *Llinked to new Strategic Plan)* | **Concrete actions and timing for engagement** | | **Responsible CO Unit/Person** |
| **Government** | $ 37,700,000 (2019-2023) | Outcome 1[[1]](#footnote-1)  Outcome 2[[2]](#footnote-2) | Organize regular meeting with the Department in charge of International Organizations at Ministry of Foreign Affairs to discuss on (i) the progress on the implementation of the CPD; (ii) Government support to facilitate the implementation of activities; (iii) follow up on the enquiries notably regarding the UNDAF funding by the Government, and (vi) future plan. | **Trimestral** | **RR/DRR** |
| Organize bilateral high-level meeting with the Ministries Implementing Partner to boosting advocacy for resource mobilization in favor to UNDP projects. | **Feb – Mar** (Before the annual Comité de pilotage of UNDAF)  **April – June** (follow up on the decision from the Comité de pilotage) | **RR/DRR** |
| Ensure quality donor-reporting is conducted on timely manner. | As required by the Government [[3]](#footnote-3) (**Feb – March**) | **Programme Officer**  **M&E Officer** |
| **GEF** | $ 5,950,000 (2019 -2023) | Outcome 2 | Develop and update mapping of the partner interests | **Nov 2019 -March 2020** | **RM Lead** |
| Develop new proposals for the projects pipeline | **At least one per year** | **Project Officers** |
| Put in place a mechanism of opportunities intelligence | **Along the year** | **RM Lead**  **Project Officers** |
| Ensure quality donor-reporting is conducted on timely manner. | **April – May** | **GEF Project Officers** |
| **GCF** | $ 3,000,000 (2019-2023) | Outcome 2 | Same actions as for the GEF | **Same timeline as for the GEF** | **Same as for the GEF** |
| **EIF** | $ 1,200,000 (2019-2023) | Outcome 1 | Ensure quality donor-reporting is conducted on timely manner. | **Bi-annual** | **Project Officers**  **M&E Officer** |
| Engage the donor in the process of monitoring: organize joint field mission visit | **Once per year** | **Project Officers** |
| **USA Gov** | $ 2,500,000 (2019-2023) | Outcome 2 | Conduct regular bilateral meeting | **TBD** | **RR/DRR** |
| Ensure quality donor-reporting is conducted on timely manner. | **Annual** | **Project Officer**  **M&E Officer** |
| Engage the donor in the process of monitoring: organize regular meeting with the partners and the donor on the project implementation | **TBD** | **Project Officer**  **Project Team** |
| Develop new proposals for the projects pipeline | **Along the year (at least one)** | **Project Officers** |
| **Private sector** | $ 800,000 (2020-2023) | Outcome 1  Outcome 2 | Organize information session on UNDP mandate and achievements for private sector companies | **At least once a year** | **Progamme Unit** |
| Develop and update mapping of the donor’s interests and develop proposals accordingly. | **At least one per year** | **RM lead**  **Project Officers** |
| Put in place a mechanism of donor’s intelligence | **Nov 2019 -March 2020** | **RM Lead** |

**Table B. Pipeline:** CO pipeline extracted from Atlas.

# **Part II. Communications and Advocacy**

1. **Communications** **Objectives** (300 words max)

The principal objective of Equatorial Guinea Country Office Communication strategy is to improve primarily the visibility of the work of UNDP Country Office. Specifically, the strategy aims at:

* Mobilizing resources;
* Promoting the quality of projects and programmes in terms of achievements and challenges;
* Informing the decision-making towards public polices;
* Building the image of UNDP Equatorial through the social media networks.

1. **Target** **Audiences** (200 words max)

The government is the principal partner of the country office in the country, both as implementing partners and donor. As such the main target audience within the government are the Ministries and departments in charge of the elaboration and implementation of the country’s policies. In addition to them, it is important to share accurate, relevant and comprehensive information in a timely manner to partners for development (it includes but not the UN agencies, bilateral and multilateral cooperation, and the private sector). The civil society is playing an important role at improving UNDP visibility within the community. The strategy is also targeting media coverage at national and international levels. And in terms of resources mobilization, the target audience is focusing on international donor organizations (IMF, bilateral funds, multilateral funds, UN agencies).

1. **Key** **Messages** (150 words max)

In accordance to the Country Programme and the partnership objectives, the top three messages are:

* In Equatorial Guinea, UNDP is a preferred partner in the achievement of the country’s sustainable development.
* UNDP is supporting the Government of Equatorial Guinea in achieving inclusive and sustainable development, and strengthening effective, accountable and inclusive Governance.
* Equatorial Guinea is a Middle-Income Country with limited economic transformation. UNDP is strengthening national capacities in delivering integrated policy solutions that promote economic diversification.

1. **Communication Activities & Tools** (Complete Table C. below)

**Table C.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Target audience** (ranked by importance; highlight if contacts already made) | **Communication Activities & Tools**  (how best to reach your respective target audiences with the key messages? ) | **Timing** (when is the activity due or how often?) | **Expected Result/Indicator of achievement** (for each tool chosen) | **Resource requirements** (person/days required, budget implications (also consider outsourcing costs)) | **Responsible CO unit/persons** (andsupporting) |
| All Stakeholders [[4]](#footnote-4) | Implement the Country Office Communication Unit. | December 2023 | UNDP work visibility.  Ind.: Number of mass and online publications | 01 communication Specialist, 02 interns, 01 International consultant  Audiovisual equipment: $ 27,000.00  Human Resources: $ 74,100.00 (National); $ 110,000.00 (International) | Human Resources  Procurement |
| All Stakeholder, with focus on donors’ partners | Produce audiovisual supports on the progress of UNDP Programme and activities.  Tools: Videos and Photos broadcasted through TV, website, social media networks | At least twice a month | UNDP work visibility.  Ind: Number of videos and photos broadcasted through each identified communication channels. | $ 18,000.00 | Communication Unit  Programme Unit |
| All Stakeholders, with focus on donors’ partners | Elaborate and publish UNDP Equatorial Guinea annual Report.  Tools: Hard copy, and soft copy (PDF online version) | Every year | UNDP work visibility.  Ind: Number of (i) hard copy distributed, and (ii) soft copy downloaded. | $30,000.00 | Communication Unit  Programme Unit |
| All Stakeholders, with focus on donors’ partners | Produce UNDP Equatorial brochure: (i) institutional, (ii) by areas of intervention, (iii) by projects.  Tools: Leaflet hard copy, Leaflet online version (PDF) | During meetings with stakeholders; workshops; and other events in which the Office is participating | UNDP work visibility.  Ind: Number of (i) leaflet distributed, and (ii) leaflet downloaded | $15,000.00 | Communication Unit |
| All Stakeholders | Produce promotional items with UNDP brand.  Tools: Folders, X-Banners, Roll-ups, T-shirts/Polos, Pens, Calendars, Book notes | Each year (depending on the items stocks) | UNDP work visibility.  Ind.: Number of promotional items distributed. | $16,000.00 | Communication Unit  Procurement Unit |
| All Stakeholders | Promote UNDP works on social media networks notably Facebook and Twitter.  Tools: Videos, Photos, Articles, Success stories | At least twice a week for each identified communication channels | UNDP work visibility.  Ind: number of “people reached” or “View” by posts | $0 | Communication Unit |
| Media (International and National) | Meet with the journalists and professional in communication.  Tools: Presentation and Q&A; Information folder (press releases and Brief on the topic) | Every 02 months | Positive attitude of the press towards UNDP Works.  Ind: Number of publications on TV, Radio, Press and internet in favor of UNDP | $5,000.00 | Communication Unit |

# **Part III. Risks and Evaluating Success**

1. The most significant and likely risk is the non-disbursement of the commitments of the Government Funding which is the main funding of the Programme. These last three years, the Government commitments were partially disbursed, resulting in the disruption of the implementation of most on-going projects. In terms of Resources mobilization, close follow-up, through regular meetings, as mentioned in the action plan, is essential.

Due to the international economic crisis which may have also affected the multinationals and the decline in the oil production in Equatorial Guinea, the potential Private Sector CSR budget might have been reduced. As such it is recommended the Country Office focuses in developing specific and realistic proposals.

1. Resources mobilization success by the Country Office will be measured by the effective disbursement of commitment by the donors as follows:

* Reaching 100% the target: Very good
* Reaching at least 80%: Good
* Reaching less than 80% but not less than 60%: Acceptable
* Reaching less than 60%: review/update of the plan is required

1. Outcome 1: Advance poverty eradication in all its forms and dimensions [↑](#footnote-ref-1)
2. Outcome 2: Accelerate structural transformations for sustainable development [↑](#footnote-ref-2)
3. Based on past experiences, the Government does not request any specific report. However, a report (in the framework of the UNDAF) is required before the annual meeting of the Comité de pilotage [↑](#footnote-ref-3)
4. Government (Ministries, Parliament, H2020/2035, INEGE); Partners For development (Other UN Agencies, Development cooperation, Embassies, Private sector companies); Civil Society (Associations, International and National NGOs) ; International donor organizations (IMF, Vertical and multilateral funds) [↑](#footnote-ref-4)