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PARTNERSHIPS STRATEGY
AND
ACTION PLAN FOR RESOURCE MOBILIZATION
(PSRM)
2020-2022

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GLOSSARY OF TERMS

AfDB	African Development Bank
BERA	Bureau for External Relations and Advocacy
COs	Country Offices
CPD	Country Programme Document 2019-2022
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
DREI	Derisking the Renewable Energy Investment
DRF	Drought Recovery Framework
EC	European Commission
FDI	Foreign Direct Investment
GCF	Green Climate Fund
GCSA	Government Cost-Sharing Agreement
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GFATM	Global Fund for AIDS, Tuberculosis, and Malaria (also, the "Global Fund")
ICPE	Independent Country Programme Evaluation
IFIs	International Financial Institutions
INLS	Institute for the Fight Against HIV/AIDS
IMF	International Monetary Fund
LDCs	Least Developed Countries
LICs	Lower Income Countries
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MICs	Middle Income Countries
NDP	National Development Plan (2018-2022)
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PSRM	Partnership Strategy and Action Plan for Resource Mobilization 2019-2022
RBA	Regional Bureau for Africa
SDGs	Sustainable Development Goals
UNDAF	United Nations Development Assistance Framework 2019-2022
UNDP	United Nations Development Programme
WB	World Bank

I. Introduction

In November 2017, the United Nations Development Programme (UNDP) approved its Strategic Plan for 2018-2021 only a few weeks after the election of a new President and the nomination of a new Government in Angola.

These key changes in the local context as well the definition of UNDP's strategic priorities have provided UNDP in Angola with an opportunity to review existing partnerships and programmes to be better aligned with its corporate vision and the country's medium-term development strategy, the National Development Plan 2018-2022 (henceforth referred to as NDP 2018-2022).¹

UNDP's capacity to adapt, manage and deliver results in contexts as complex as Angola will be fundamental to the success of its global strategy, as UNDP responds to the changing international landscape and to the challenges of securing predictable financing for development.

On December 2018, the UN development system undertook a reform to be fit for the challenges presented by the 2030 agenda and the latest instalment of the reform resulted in a more independent and empowered new Resident Coordinator system. The goal is to leverage system-wide thinking and resources improved funding practices by donor/member states, with more resources that incentivize integrated, tailored UN support to countries. The RC Office, previously under UNDP responsibility, has assumed the Integrator role for the UN system. This means that our resource mobilization strategy not only corresponds to mobilizing resources for the UNDP but also jointly where possible and where it makes sense together with other UN Agencies.

UNDP has reformed itself as well whereby development projects are not the only option. UNDP now has other modalities as well such as platforms, consultancy services, operational services, accelerator labs, programmatic approach, etc. This way, for future initiatives, UNDP have a menu of potential new initiatives each with its own characteristics and the office will need to consider which one to choose in which circumstances.

It is with this understanding that the **Partnerships Strategy and Action Plan for Resource Mobilization (PSRM 2020-2022)** is presented, as an internal strategy for UNDP in Angola.

The PSRM provides an in-depth analysis of international and national trends as well as UNDP's portfolio in Angola, defines strategic priorities and key actions to reinforce existing partnerships, build new partnerships and mobilize resources to support the implementation of the Country Programme Document (CPD) and to deliver on areas of UNDP's expertise and experience.

The PSRM seeks to position UNDP as an even more important and strategic partner to the Government of Angola as well as progressively increase different funding sources and multi-stakeholder partnerships to support the 2030 Agenda and the achievement of the SDGs.

II. Country Background

The country has now benefited from 19 years of peace and held three general elections without conflict, thereby leaving behind its status as "*post-conflict*" and relegating the threat of national instability to its past.

However, political and military stability has given way to new challenges to Angola's development as the country has been affected by an economic crisis since 2015, which has resulted in a reduction in the rate of implementation of programmes related to access to water, sanitation, health, environmental protection, social housing and basic infrastructure.

¹ The NDP- *Plano de Desenvolvimento Nacional (PDN 2018-2022)* was approved in April 2018.

The stagnation of the economy along with issues of financial liquidity and a weak balance of payment (BOP) position is especially difficult following the golden years of Angola's economic boom and sustained economic growth between 2004 and 2008². The COVID-19 will exacerbate the already weak macro-fiscal situation preceding the pandemic, including high poverty and unemployment. The 2020 will be the sixth consecutive year of negative economic growth largely affected by the slowdown in the oil sector, which accounted for about 33% of GDP and 95% of total exports.³ Public debt is set to increase from 109.2% of GDP in 2019 to 122.8% of GDP in 2020;⁴ debt service is projected to exceed 120% of total revenues in 2020.

In 2018-2019 one in two Angolans (47.6%) lived below the international poverty line of US\$1.90 per day.⁵ Moreover, in 2015-2016 about 54.0% of the population live in multidimensional poverty according to the Angola's Multidimensional Poverty Index (MPI-A).⁶ The lockdown and restrictions imposed by the COVID-19 pandemic has affected the poor, especially women and youth working in the informal economy. In the II quarter of 2020 unemployment rate (15 years or above) rose to 32.7% compared to 32.0% in the previous quarter. Youth unemployment rate (15-24 years) stood at 50.8 with an inactivity rate of 24.9%, which indicates that a large share of young people have exited the workforce due to the impacts of the pandemic on economic activity.⁷ Within this context, 80.1% of employed Angolans had an informal job in the II quarter of 2020 (7.8 million people), 93.5% in rural areas and 63.4% in urban areas. About nine in ten employed women had an informal job (89.3%) compared to 70.4% for men.⁸

The country has built up considerable amounts of national debt which have obliged the government to pay more than half of the yearly available government budget towards servicing the payment of debts. Covid19 has further exacerbated the situation and required the country to renegotiate its debt and involve the IMF. Further negotiations are ongoing and so far, have proved successful to buy the government some time and fiscal space in these challenging times to manage a global pandemic. These challenges have forced government to consolidate some of its Ministries and to further prioritize some of its national funding which leaves limited space for further investment into projects with the United Nations except for further and new strategic partnerships through new IFI funding⁹.

Due to all the country's socio-economic vulnerability and recession, and lack of diversification of the economy, graduation of Angola from Least Developed Country (LDC), scheduled for February 2021 has been postponed for 2024. This must not however change UNDP Angola's strategic priorities in reviewing existing partnerships and programmes to be better aligned with its corporate vision and the country's medium-term development strategy, the National Development Plan 2018-2022 (henceforth referred to as NDP 2018-2022).

There are no updates regarding to development aid to the country, as in practice Angola has been classified as Middle Income Country (MIC) by international development banks and multilateral agencies for nearly a decade and the high operational costs with the limited scope for high level strategic influence greatly reduced the presence and size of country offices and representatives of international aid organizations.

² National Institute of Statistics (INE).

³ Source: National Institute of Statistics (INE) and National Bank of Angola (BNA).

⁴ Source: IMF Country Report 20/281, September 2020.

⁵ Source: INE. [Poverty report](#) for Angola 2020.

⁶ Source: INE, 2020. Pobreza multidimensional em Angola. July 2020. The MPI-A considers sixteen indicators of deprivations related to four dimensions of poverty: health, education, quality of life and employment. Based on INE's IIMS 2015-2016.

⁷ Source: INE, folha de informação rápida. Inquérito ao Emprego em Angola (IEA) – II Trimestre 2020.

⁸ Source: ibidem

⁹ Even though new IFI funding would further increase the national debt the CO feels that there is enough opportunity for the country to assume some new debt that if strategically and well invested will be of crucial importance to keep the economy going and kickstart new initiatives.

Furthermore, the fact that Angola did not benefit from a Donors Conference at end of the civil conflict and that it was not a “traditional” destination for high levels of Official Development Assistance (ODA) resulted in bilateral donors and International Financial Institutions (IFI) not having the relevance as in other countries in Sub-Saharan Africa.¹⁰

It is important to mention that the Angolan authorities were also not particularly open to IFI partners who often struggled to obtain and develop projects primarily due to the strict guidelines and processes for access to funding.

In sharp contrast, China’s bilateral loans to Angola have now surpassed the \$62 billion USD mark¹¹ (including \$2 billion approved in October 2018) and this bilateral relationship was the backbone of the public investments in programmes to address economic development and social wellbeing.

More specifically, the Chinese loans from the last decade financed the building of essential infrastructure such as roads, railways, housing, schools and hospitals which subsequently contributed to the improvement of national statistics on universal primary education, as well as child and mother morbidity and mortality rates, as evidenced in the country’s National Report on the MDGs in 2015.¹²

It is also recognized that the results from the previous medium-term development plan were not as expected due in part to a “*lack of rigour and discipline in attitudes and behaviours*” in the implementation of the national programmes, as stated by the President João Lourenço¹³.

After three years, the Government prioritized the fight against corruption and vested interests which saw several public servants and high-level public officials being investigated and detained for corruption, sending a strong signal of a break from the past with regards to impunity with regards to corruption and demonstrating consistent efforts towards greater transparency in the management of public funds and institutions.

However, a step back in the implementation of municipalities, non-fulfilment of the promise of 500 thousand jobs and the formation of an inclusive Government, are some criticisms pointed out to the Angolan President.

¹⁰ The country has not traditionally been a high priority for ODA from OECD/DAC member states. Angola has received comparatively smaller multilateral and bilateral funding to support government efforts with specific programmes (*poverty reduction, health, human rights, gender mainstreaming, local governance, environmental protection*). The total ODA funding has also reduced from an annual average of 528 million (2000-2009) to 270 million (2010-2015). *Development Aid at a Glance, Statistics by Region – OECD*

<http://www.oecd.org/dac/stats/documentupload/World-Development-Aid-at-a-Glance.pdf>

¹¹ The Chinese Ambassador’s news article in *Jornal de Angola* in 2018 outlined the new dawn of China-Angola relations and highlighted the total value of loans provided had surpassed 60bn USD in 35 years of bilateral relations. <http://ao.chineseembassy.org/por/sghd/t1525166.htm>

¹² http://www.undp.org/content/dam/undp/library/MDG/english/MDG%20Country%20Reports/Angola/angola_2010.pdf

¹³ “PR Corresponde a expectativa”

http://www.angop.ao/angola/pt_pt/noticias/politica/2017/11/52/corresponde-expectativa,9037bbcd-aa9e-4bf8-8c87-2dab3724f5b7.html

There is an urgent call for increasing rigour, discipline and efficiency, essentially a call to do more with less financial resources, to work faster to achieve the desired development result and avoid the dynamic of “*exiting*” and then “*falling back*” on the recent gains in the country’s Human Development Indicators.¹⁴

Importantly, the NDP 2018-2022 reaffirmed the country’s commitment to the 2030 Agenda for Sustainable Development and the SDGs, in addition to defining 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, increase national production and commerce at the regional, continental and international levels, create jobs especially for the youth and reduce extreme poverty.¹⁵

As the UN’s specialized agency focused on poverty reduction and 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 development agenda.

Box 1: Angola’s International Classification – MIC with Low HDI

Initially hailed as a strong indication of Angola’s fast turnaround and potential, the country became eligible for graduation from LDC in 2012 based on its Gross National Income (GNI) per capita, despite not meeting the Human Assets and Economic Vulnerability criteria.

Enthusiasm for Angola’s official graduation from Least Developed Country (LDC) has been hampered by the economic crisis as efforts to improve indicators are even more challenging in the current economic environment. Angola will graduate in February 2021 and the implementation of a “*Strategy for a Smooth Transition from LDC to MIC*” is one of the key actions in the *National Development Plan 2018-2022*.

III. Methodology and Timing of the Strategy

The PSRM was elaborated in a period of COVID-19, which resulted in changes in the Government, the revision of the NDP 2018-2022. The methodology adopted was the continuous analysis of the context, the internal consultation with UNDP staff, and the external meetings.

UNDP sets out to further improve its position as a partner of choice for the Government, International Financing Institutions (IFIs) and the Private Sector (PS), in support of the implementation of the Angolan National Development Plan 2018-2022. With Angola’s transition to Middle Income Country Status, Official Development Assistance from traditional donor sources is naturally in decline. For this reason, working with national partners – including the Government, IFIs, PS, multi-lateral as opposed to bi-lateral donors – means a new approach as an alternative finance mechanism for development.

¹⁴ Angola’s Human Development Index (HDI) value was 0.533 in 2016 as compared to 0.403 in 2010 and is now ranked 150 out of 188 countries.

¹⁵Specific strategies for macro-economic stability and a national programme to support the diversification of the economy were also approved: *Programa de Estabilização Macroeconómica 2018-2019* and *Programa de Apoio à Produção, Diversificação das Exportações e Substituição das Importações (PRODESI)*.

The Partnerships unit's goal for 2021 workplan is to implement strategies for UNDP Angola's engagement with the Government and building networks with IFIs and PS. This is a cross-sectional task, allowing the constant interaction with the country office's teams. As a way of increasing resource mobilization, there is a need to expand the portfolio of the Inclusive Growth and Sustainable Development, and Governance units and commit with the implementation of UNDP's partnerships already carried out.

Working with the Private Sector:

In the next coming couple of years, the CO potential for Partnerships with larger companies from the PS particularly will be at a lower level of priority¹⁶. COVID-19 and the pre-Covid19 existing heavy emphasis on fossil fuels export, as opposed to other economic sector development, has brought significant impacts on the pace of productive activities, on international trade and between the continent and the rest of the world. This historic and heavy emphasis on fossil fuels extraction from the past had a detrimental effects on diversification of the economy but fortunately government has changed its strategy towards further economic diversification particularly in the agricultural sector and this presents an opportunity to work with the government and private sector on value chains and stimulation of entrepreneurship. This historic limited diversification of the private sector resulted in the PS not being a mayor potential source of funds for new initiatives. We should keep the relationship, via networks, business associations and occasionally, individually when an office project demands. For now, UNDP can engage with the private sector more at grassroots level and integrate them into on the ground projects such as the Cazenga projects and initiatives and experiments with projects that aim to improve markets. Also, UNDP's focus for 2021 connected to Government priorities is related to improved employment, formalization of the economy and skills building. Given that ultimately most Angolans will find employment in the formal or informal private sector naturally there will be linkages and opportunities for the Country Office to work with the private sector but likely not as standalone activities but rather as part of new and ongoing projects.

The Environment portfolio:

In the Environment portfolio there are also links to the private sector in the reduction of CO2 emissions and on reduction of industries that affect the Ozone layer (Montreal protocol related projects). Furthermore, the environment unit of the office has been promoting natural reserves both on land and at sea to preserve the environment and biodiversity that are important for the agricultural, fisheries, and tourism industries. The Country Office has some ongoing projects in which relationships with the private sector are build.

Through the support of the Regional Bureau for Africa (RBA) and the Bureau for External Relations and Advocacy (BERA) on specific IFIs and partnership modalities, it was also possible to engage with IFIs with greater understanding and focus. Substantial analysis on modalities for government financing was also undertaken and discussions held on engaging specific government partners such as Ministry of Health on further government financing (*strategic support to the health system*), Ministry of Economy and Planning on Economy formalization, and Ministry of Labour on Capacity building and employment.

By adopting a "*learning by doing*" approach regarding the drafting of the strategy, the process sought to already contribute to efforts to diversify partnerships and mobilize resources for UNDP whilst also defining the strategic priorities and actions.

¹⁶ UNICEF started a partnership with UNITEL and has expressed a willingness to share contacts so that UNDP could be explore a partnership of some kind and be more of an exception to engage with larger companies. This could potentially be explored. I have shared some info on this at the end of last year.

With regards to the timing of the strategy, the PSRM is to be understood as a supporting document to the design of the new UNDAF 2019-2022 and the CPD 2020-2022.¹⁷

The PSRM will be fully incorporated into the **Partnerships and Communications Action Plan (PCAP)** as it essentially provides the background information and the rationale for the priorities and actions to be undertaken in the PCAP.¹⁸

IV. Global Context – Less ODA for Africa and Calls for Blended Financing

To fully understand the current challenges as well as the opportunities for partnerships and resource mobilization it is important to highlight the changing global context and pressing events that are influencing the landscape of donor financing as well as multilateral cooperation.

Despite an overall increase in global levels of ODA and the continued call for the donor countries to meet the UN's target of 0.7% of Gross National Income (GNI) for ODA, there has been a reduction in donor financing to regular resources/ core budgets of UN agencies with donors preferring thematic and targeted funding.¹⁹

Changing Governments in Europe who are confronting the migrant crisis on their doorstep, the instability and continuing refugee crises in the Middle East, as well as the impact of the slower economic growth means that the 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.²⁰

It is still early to make deduction of the consequences of the postponement of Angola from Least Developed Country (LDC) for 2024, regarding ODA. It is noteworthy that remittances and Official Development Assistance (ODA) play a minor role in Angola. Remittances accounted for less than 0.1% of GDP in 2018 and will likely remain limited as the economic contraction will hit the income of the Angolan residents abroad.²¹ Net ODA was only 0.2% of the gross national income (GNI) in 2018.²²

In midst of these developments, the 2030 Agenda for Sustainable Development and the SDGs calls for an estimated US\$2.5-3 trillion annually of extra funding, particularly in developing countries²³.

Given Angola's transition to Middle Income Country status Angola's government is expected to self-finance more development initiatives and therefore Angola's government role of cost sharing in UNDP development initiatives will become more important.

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 of the developing countries own domestic resources are being brought to fore in high-level discussions on global partnerships and financing for sustainable development.

¹⁷ The PSRM is not prescriptive regarding resource mobilization per project but does provide the mapping of opportunities as per the CPD Outcomes/key areas of UNDP Angola.

¹⁸ The PCAP is a requirement for the CPD submission.

¹⁹ Regular UNDP resources (Core Resources) have declined steadily from \$896 million USD in 2013 (Source: *Mapping of Partnership & RM- RBA*) to \$613 million USD in 2017 (Source: *2017 Funding Compendium*) and this represents a significant change for UNDP operations worldwide.

²⁰ ODA to Africa is been directed to conflict-affected regions of Central Africa whilst the Southern African region has seen significant reduction in ODA flows.

²¹ Source: World Bank, World Development Indicators.

²² Source: OECD.

²³ Source: UNCTAD World Investment Report, 2014.

UNDP's administrator has defended that *"There is no shortage of capital in global economy"* and has challenged both Governments and IFIs to work together in the pursuit of private sector engagement by creating incentives and regulation that would support private sector financing in the pursuit of the SDGs.²⁴

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.

IFIs consider the mix of loans and grants within a project as blended financing and the leveraging of the different sources of funding from multiple partners (including multiple IFIs) is a complex exercise, however, more IFIs are pursuing blended finance as a way also to reduce risks and increase the impact of loans.

Blended financing is particularly important for the investments needed for climate change adaptation in developing countries to meet the aspirations of the Paris Agreement (an estimated \$100 billion USD is needed)²⁵ and multilateral financial mechanisms such the Green Climate Fund (GCF) and Global Environmental Facility (GEF) are actively pursuing these strategic partnerships and leading the path in this respect.

Importantly, UNDP's Strategic Plan 2018-2021 (SP 2018-2021) highlighted the necessity of actively seeking sustainable sources of funding and for UNDP to *"be more effective and efficient in utilizing resources to deliver results"* by 2021.²⁶

The SP 2018-2021 commits to implementing the Addis Ababa Action Agenda on Financing for Development which aims to increase financial flows to developing countries and calls upon UNDP to undertake the following actions:

- Leverage Public Finance including ODA;
- Promote Integrated Partnerships and full range of financing tools;
- Support partner country's financing strategies (incl. innovative financing);
- Increase Joint Programming and enhance country level multi-stakeholder partnerships;
- Enhance efficiency and accelerate efficiency gains

More specifically, UNDP defined three priorities for its Resource Mobilization Action Plan 2017 (RMAP 3.0) which called for diversifying the source of funding and increasing the ratio of CORE/ Non-Core resources and placed the onus on UNDP to successfully maintain its role as the leading partner for development and to demonstrate consistently its comparative advantage to advance the SDGs (Annex 1 presents a brief note on *UNDP'S Vision for Resource Mobilization*).

To conclude, the global trends on financing development show a reduction in the direct support to regular resources of the UN and its agencies as well as reduction in ODA to traditional recipients in Sub-Saharan Africa and South and Central Asia. New models are being pursued with the (high)

²⁴ Speech of Achim Steiner at the High Level Political Forum on Sustainable Development Side Event: <http://www.undp.org/content/undp/en/home/presscenter/speeches/2017/07/18/achim-steiner-undp-administrator-speech-at-the-high-level-political-forum-on-sustainable-development-side-event-revitalizing-the-global-partnership-joint-action-for-mobilizing-resources-for-sustainable-development.html>

²⁵ Article by Javier Manzanares, Deputy Executive Director of the Green Climate Fund, highlights the challenges regarding mobilizing \$100 billion USD financing needed to serve the Paris Agreement. <http://news.trust.org/item/20180814131809-aejsh/>

²⁶ UNDP's Strategic Plan for 2018-2021

expectation that private sector financing will take the lead on funding towards SDGs and the 2030 Agenda for Sustainable Development.

V. Local Context – The increasing Role of the IFIs

As discussed, Angola had not been a traditional destination for high levels of ODA²⁷, having been regarded as a MIC for several years and financed much of its development programmes through bilateral loans with China and its domestic revenues during the years of economic boom.

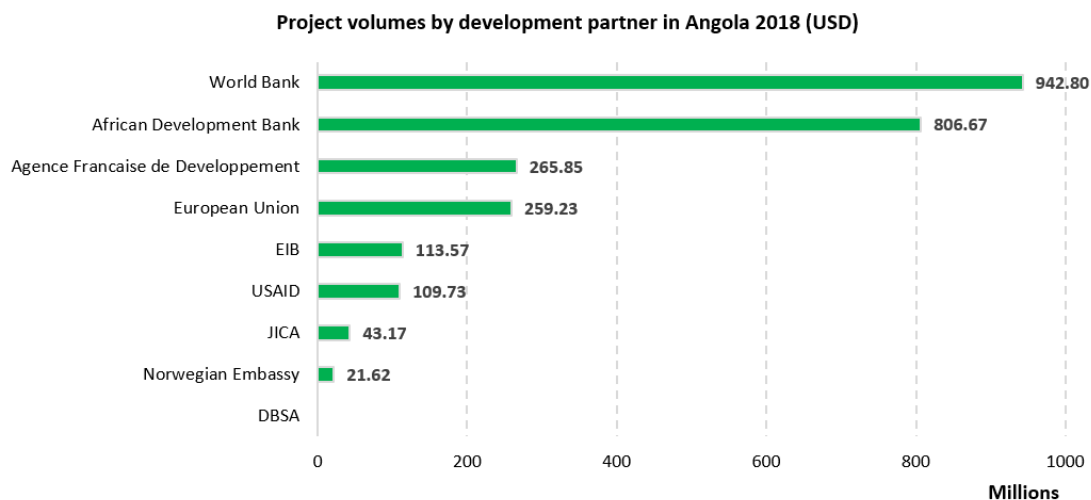
However, donors such as the EU, USA, Norway, Japan and Korea did stay in the country and financed specific sectors such as health, education, water and sanitation, agricultural development, fisheries, and provided support to the capacity development of public institutions and good governance.

Within the tight macro-fiscal context of COVID-19, Angola revised the 2020 budget. More than half (55.9%) of budgeted expenditure for 2020 is allocated to public debt operations. Gross financing needs are estimated at 23.0% of GDP in 2020, of which a half for the amortization for internal debt, and the rest for the amortization of external debt and to cover fiscal deficit.

Within this context, Angola has requested to enter into the G20’s Debt Service Suspension Initiative (DSSI) facility and applied to its sovereign peers to negotiate debt service standstill on official, bilateral loans. The Government has also reached agreements on debt reprofiling outside of the DSSI with two of its largest creditors. The Ministry of Finance declared that it does not envisage the need to engage in further re-profiling negotiations with creditors beyond those already in progress.²⁸ An extension of the DSSI debt moratorium beyond its initial duration (until the end of 2020) would provide additional short-term debt relief to Angola.

Graph 1: IFIs support to Angola in 2018 – Snapshot

Source: IFIs Coordination Meeting, 2018



Importantly, Angola features as the 3th Largest Recipient of the African Development Bank in 2019²⁹ and the bank increased its country portfolio from only 5 projects in 2011 to 14 projects in

²⁷ As highlighted in the Independent Country Programme Evaluation (ICPE) for UNDP Angola, there was a 75% reduction in ODA to Angola between 2015-2018.

²⁸ Source: Ministry of Finance, available at: <https://www.minfin.gov.ao/PortalMinfin/#!/sala-de-imprensa/noticias/7677/actualizacao-sobre-a-estrategia-de-gestao-da-divida-publica>

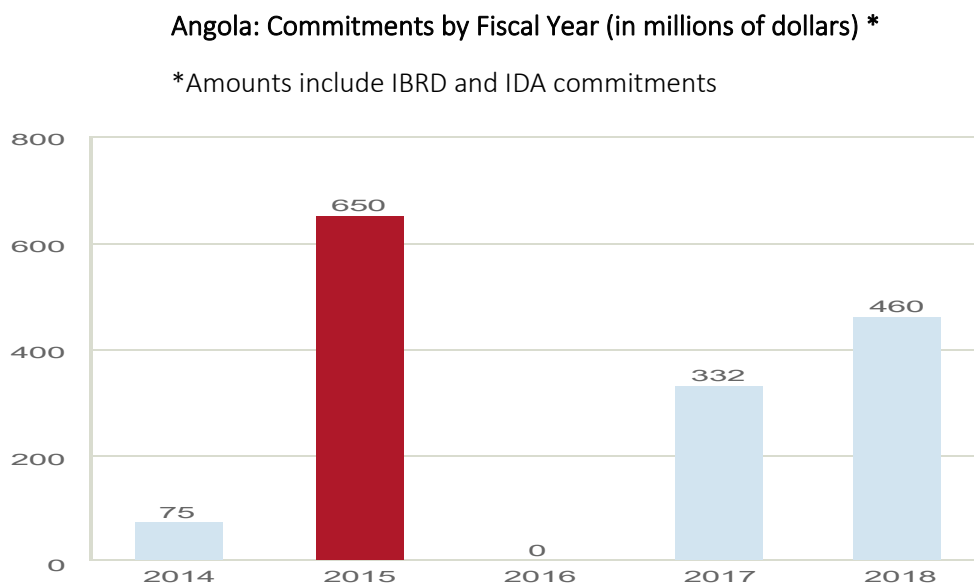
²⁹ African Development Bank Annual Report 2019

2015 which include larger and more strategic loans for support to economic development, energy, as well as agricultural production and rural development.³⁰

The World Bank’s country portfolio also continues to increase annually, as indicated in the graphic below:

Graph 2: WORLD BANK LENDING- Snapshot

Source: The World Bank Website (2020)



Other IFIs who have increased their portfolio and presence in Angola include the International Fund for Agricultural Development (IFAD), the European Investment Bank (EIB) and the French Agency for Development (*Agence Française de Développement* - AFD) and new projects are also expected from the Islamic Development Bank (IsDB), the Arab Bank for Economic Development (BADEA), the Development Bank of Southern Africa (DBSA) and KfW Development Bank on access to energy, investments in the water sector, as well as rural development and support to commercial agriculture.

Another important development has been the approval of the IMF’s 3.7 billion USD loan in December 2018.³¹ It was released on September 2020, that an extended arrangement, under the Extended Fund Facility (EFF) was reviewed by the Executive Board of the IMF. Completion of this review unlocked access to \$1 billion USD, bringing total disbursements to \$2,5 billion USD. In completing the third review the Executive Board also approved the Angolan authorities’ request for an augmentation of access of \$765 million USD to support efforts to control the spread of COVID-19 pandemic, mitigate its economic impact, and persevere with the implementation of structural reforms. This rises the total loan value to about \$4,5 billion USD (see Table 1: Overall Snapshot of Principal Donors and IFIs in Angola)³².

The IMF loan is focused on supporting the Governments macro-economic reform programme as well as the implementation of the NDP 2018-2022 and opens the way for technical assistance with reporting requirements from the Central Bank, the Ministry of Finance, and key entities which will also implement reforms (SONANGOL, BPC, TAAG and others).

³⁰ African Development Bank, Country Strategy Paper for Angola (2017-2021).

³¹ The 3.7bn USD IMF loan is from the Extended Arrangement from the Extended Fund Facility for Angola for a period of 3 years (2019-2021) and is to support Angola’s economic reform program.

³² Source: IMF Country Report 20/281, September 2020.

The IMF loan confirms a willingness for greater transparency and a new level of international scrutiny as its implementation will be closely monitored by other IFIs and private sector investors.

Concerns regarding the capacity for implementation remains high amongst IFIs, particularly regarding procurement and project management rules and the overall monitoring and performance of loans.

In October 2018, the AfDB portfolio review placed 75% of its projects in Angola the “Red” with regards to the overall performance of the loans, the highest percentage in the Southern African region, with significant bottlenecks in implementation and lengthy disbursements processes.

More than half (52.5%) of total budgeted expenditure for 2021 is allocated to public debt operations (AOA 7,757 billion). Debt-to-GDP ratio is expected to rise from 113% in 2019 to 123% in 2020.³³

However, IFIs continue to be well received and are regarded as providing favourable loans for specific development programmes to address priority issues such as economic reform, basic infrastructure and social protection and more IFI projects are expected.

The shift in the relevance of IFIs is particularly important for UNDP as establishing tripartite programmes is one of the priorities of UNDP’s Strategic Plan 2018-2022 (*UNDP, Government and IFIs*).

The role of private sector as a partner for development is also shifting, although more slowly. Despite Angola being a recipient of high levels of FDI (mainly due to the oil sector) private sector engagement in development programmes previously centred on the Corporate Social Responsibility (CSR) of the international oil companies operating in the country and the national companies related to the oil or diamond sector which financed projects particularly in health and education as indicated in UNDP’s Study on CSR in Angola³⁴.

The oil sector contributed the most through the practice of large *Social Bonuses* envelopes as part of concession agreements and through specific projects however due to budget cuts in operations in Angola, funding for CSR in Angola has also become smaller. The role of SONANGOL as the national oil company, means that it determines the priorities for the social investments and there have been few social investments since 2015.

The oil price fall and COVID-19 have also contributed to this decreasing of CSR of the oil sector companies and the consequences are still unknown.

It is important to note that UNDP successfully implemented an innovative partnership financed by Chevron (US oil economy) on the promotion of entrepreneurship and training for start-ups/incubators and has continued to pursue partnerships with the private sector companies in new areas (ENI, SONANGOL, Equinor).

The NDP 2018-2022 highlights the importance of private sector support to development, and emerging private sector associations are welcoming instruments such as the UN’s Global Compact which will allow for the application of global principles and improve the business environment, which is also a top priority of the Government.

Recognizing the need to go beyond CSR, the UN’s Global Compact has provided an important entry point for longer term engagement with private sector that is not only based on their role as donors/ financing entities but includes the private sector as a partner for the promotion and implementation of SDGs and other universal principles. UNDP is also supporting the initiative for

³³ Source: Ministry of Finance. Draft 2021 state budget.

³⁴ *Corporate Social Responsibility, Current Situation in Angola*, April 2013, UNDP_SAICD_KPMG

the establishment of a CSR network in Angola to promote better coordination and better mobilization of resources from the private sector.

A summary of the trends on financing for development is presented in Diagram 1 and an overall snapshot of IFIs, bilateral donors, principal areas of intervention and geographic focus in the country is presented in Table 1.

Diagram 1: Summary of overall trends in Financing for Development for Angola

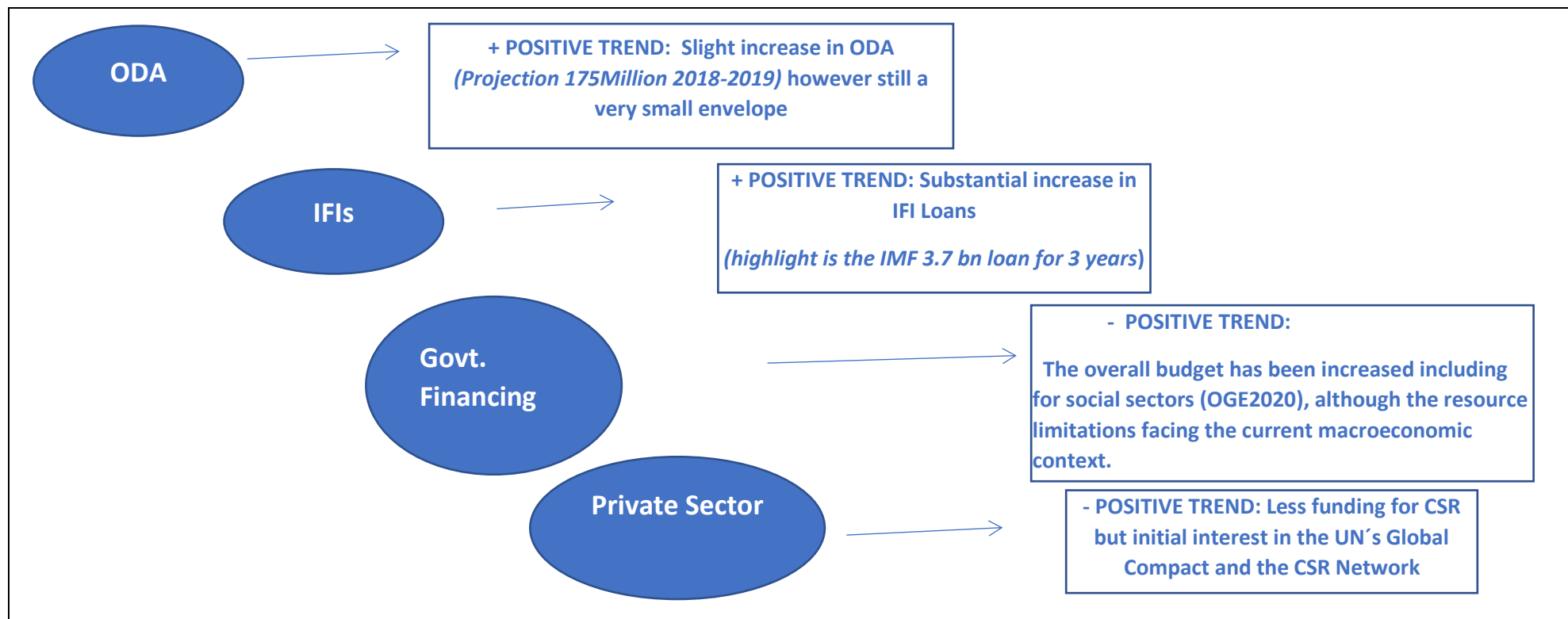


Table 1: Overall Snapshot of Principal Donors and IFIs in Angola

Partner	Category	Key Areas of Support											Existing Financing Envelope
		Macro-Economic Reforms	Improving Business Environment	Agricultural & Fisheries	Environment & Climate Change	Access to Energy	Water & Sanitation	Governance and Human Rights	Social Protection	Education	Health	Industry & Infrastructure	These are existing/ confirmed financing to Angola as of November 2020.
IMF	IFI	•	•										4.5 billion USD
World Bank	IFI		•	•	•	•	•	•	•	•	•		1,8 billion USD
AfDB	IFI		•	•	•	•	•					•	165 million USD
IFAD	IFI			•	•								284,66 million USD
AFD	IFI			•		•	•						220 million EURO
USA	Bilateral		•							•	•		109 million USD
EU	Multilateral			•	•		•	•					259 million USD
Japan	Bilateral				•								43 million USD
Norway	Bilateral		•	•				•					21.62 million USD
Korea	Bilateral			•	•	•							TBC
Israel	Bilateral			•								•	TBC
UK	Bilateral			•		•	•				•		1 billion USD
Global Fund	Vertical Fund				•						•		159.8 USD million
GEF	Vertical Fund				•								25,7 million USD
GCF	Vertical Fund				•								615,000 USD initial Readiness Grant

VI. UNDP's Partnerships in Angola and Resource Mobilization Efforts

a. Strategic Partnerships & Key Results

UNDP has been a trusted partner in Angola despite its comparatively limited funds and its focus on upstream and support rather than downstream programmes. This privileged positioning has been reaffirmed and duly recognized by the overall findings of the recent evaluation of the 2015-2019 programme (Independent Country Programme Evaluation -ICPE)³⁵

UNDP has been instrumental in supporting the planning and statistics structures in the country to navigate the ongoing process of Angola's graduation from LDC to MIC and is now supporting the country's mainstreaming of the Agenda 2030 and SDG acceleration and monitoring.

UNDP has focused its programmes on **governance and human rights, the promotion of women's participation, environmental protection and mainstreaming of climate change, disaster risk reduction and recovery efforts and has gained experience in aspects related to supporting economic development and inclusive growth.**

A summary of strategic partnerships and key results follows:

- In 2018 UNDP was engaged in new high-level governance initiatives, such as supporting the drafting of Angola's first Anti-Corruption Policy and providing technical support for the first Local Elections (to take place in 2020) as well as supporting the Government's efforts to roll out the mechanisms for civic participation in the national budget proposal (*Participatory Budget*).

At the same time, UNDP supported gender mainstreaming in the Local Elections framework as well as the drafting process for national gender indicators.

KEY PARTNERS – Ministry of Justice; Ministry of Territorial Administration and State Reform; Attorney General's Office; CSOs.

- UNDP's leadership in supporting SDG integration, through concrete actions such as the MAPS mission and the *Rapid Integrated Assessment of the NDP's alignment with the SDGs* (RIA) have also cemented UNDP's role as convenor for multi-stakeholder partnerships and for actions on the global and national development agenda.

PARTNERS: Ministry of Economics and Planning; National Institute for Statistics; Academia; CSOs

BOX 2: Breakthrough in Upstream Support

The complex and often misunderstood legacy of the UN's role during the years of conflict and the lack of financial support at the end of war has meant that the UN has not always been involved in key governance and development processes that the country has undertaken (*e.g. drafting of 2025 Long-Term Development Plan, National Strategy for Combating Poverty*) and this should always be understood in the management of the partnerships with Government.

Importantly, UNDP supported Government in 2017 with the initial stages/ preparation for the *NDP 2018-2022*, essentially breaking years of distance regarding upstream support to the country's planning stages (*a concrete example of being invited to the table and being regarded as trusted partner by Government*).

This upstream/ high level support should continue to be a priority for UNDP in Angola, particularly to support mainstreaming the SDGs and the 2030 Agenda.

³⁵ Independent Country Programme Evaluation (ICPE) August 2018.

- UNDP currently implements 6 environment projects financed by the Global Environment Facility -GEF (vertical fund), 2 new projects are expected to begin implementation in 2021 and 2 projects are in the design phase. In addition, UNDP Angola participates in 2 international waters projects (managed out of Botswana and Namibia) and a further project that is in the design phase (managed out of Namibia). Together with FAO, UNDP is the leading UN partner to the government on environment, biodiversity and climate change. Through a project currently being designed, UNDP will expand into the hazardous waste area. Ecotourism is a potential future area of collaboration, with currently limited activities in ongoing biodiversity projects. Discussions around a proposal to the Green Climate Fund have been ongoing for years but not led to a concrete request from the Government for project development.

PARTNERS: Ministry of Culture, Tourism and Environment; Ministry of Energy and Water

- The procurement support to the National Institute for HIV/AIDS has also been instrumental to the successful implementation of Angola's Global Fund grant for 2016-2018 and has allowed for the support of CSOs and the implementation of new initiatives such as *Solar for Health*. Importantly, UNDP implemented the procurement support for essential HIV/AIDS medicine not only through the Global Fund Financing but were also entrusted with the Government's funds allocated by the National Budget (5 million USD Government Cost-Sharing Agreement).

PARTNERS: Institute for HIV/AIDS/ Ministry of Health;

- The promotion of value-chain linkages and inclusive business has also been tried and tested successfully by UNDP. Through the Agribusiness Supplier Development Programme (ASDP) agri-business linkages, capacity building of suppliers and support to farmers cooperatives, UNDP has supported economic development through a downstream programme which brought together private and public actors to retrieve bottlenecks and integrate the most vulnerable in an inclusive and sustainable business model.

PARTNERS: Ministry of Agriculture; Ministry of Commerce

- The capacity development for disaster risk reduction has also been led by UNDP and the close partnership with Government structures at the central and local level resulted in the definition of the country's first Drought Recovery and Resilience Framework (DRF) which is extremely important for Angola's response to the El Nino induced drought which affects 1.2 million people in the Southern Region.

PARTNERS: Ministry of Interior; Ministry of Energy and Water; Ministry of Environment

With regards to UNDP's value proposition and comparative advantage in Angola, the recent engagement on critical issues such as the Anti-Corruption Policy has reinforced UNDP's upstream relevance and clearly demonstrated the capacity to respond to Governments request for quality and timely technical assistance on sensitive national development issues.³⁶

The promotion of value-chain linkages is also an experience considered extremely valuable by the IFIs (and private sector investors) who are seeking to support not only Angola's efforts to increase its agricultural production but its capacity for commercial agriculture to meet its target of reducing the reliance of imported goods.

³⁶ UNDP assisted the Angolan Government with specialized international consultancy and public consultation events and platforms.

At the same time, on strategic matters such as disaster risk reduction, UNDP's role goes beyond the support provided in the formulation of the DRF or in the implementation of specific components of the framework, as UNDP is leading the efforts to mobilize the \$475 million USD needed for the DRF and has so far confirmed 105 million USD from multiple international partners.

The efforts to mobilize resources for the implementation of the DRF through the continuous engagement of donors, IFIs, and private sector continues to provide UNDP with *on-the-ground* experience regarding the existing opportunities and how to leverage available funds and bring different partners together towards a common cause. This approach is very much in line with UNDP's SP and should continue to enhance UNDP's capacity as convener and leader of platforms and multi-partner initiatives at the national level to address key development challenges, such as the effects of climate change.

b. Resources Allocated and Mobilization Efforts

With regards to the resources allocated to its programmes, it has been observed four distinctive trends:

- *Substantial decrease in UNDP regular funds (CORE funds)*
- *Substantial increase in Vertical funds (GEF and Global Fund- HIV/AIDS);*
- *Increase of Government Cost Sharing (21 million USD);*
- *Limited funding from IFI's*
- *Limited" traditional" Donor Funding and Thematic/ UNDP Corporate Funds (e.g. Joint Programmes & UNP Facilities).*

Country Programme Document (CPD) RESOURCE MOBILIZATION TARGET TABLE

(In thousands of United States dollars)

Country: *(name of country)*

Period: *(from start year – to end year)*

For CPD extensions only:

Original CPD period: *(from start year – to end year)*

Extended for *(number of years)* **from** *(year)* **to end of** *(year)*

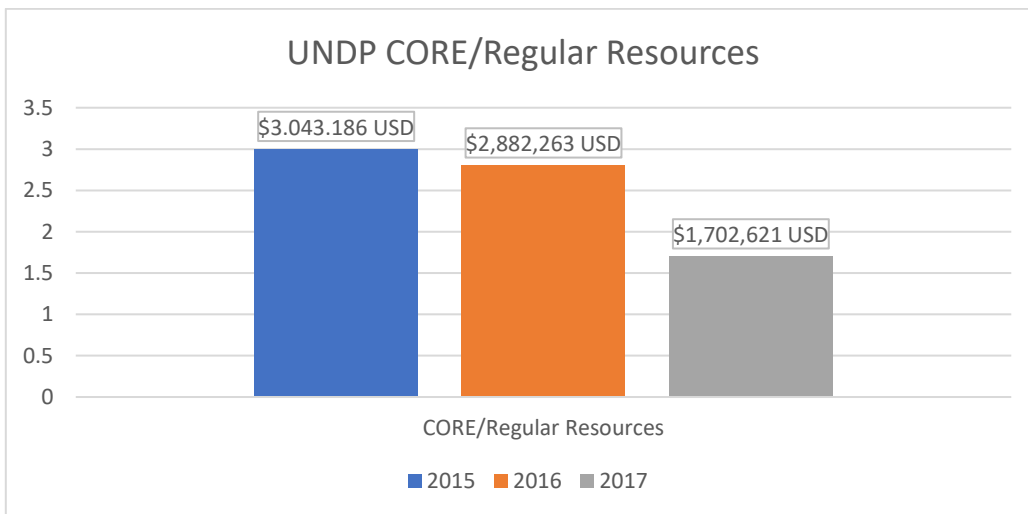
Revised period: *(from start year – to end year)*

Source of Funding	Amount 2021	Comments
UNDP REGULAR RESOURCES		
TRAC-1	1.240.731,13	<i>Economic growth, Crisis response and recovery, Health, Governance.</i>
TRAC-2	700.000,00	<i>COVID-19 Crises resource request – skill development including digital skills, entrepreneurship, and leadership with emphasis on female youth and women’s employment and empowerment</i>
Subtotal	1.940.731,13	
UNDP OTHER RESOURCES		
Government Cost Sharing	3.192.000,00	<i>Procurement Support Services, Imp. Support for IFI & Gov, MoH Capacity Development</i>
Government Cost Sharing Project ID: 00133703	328.650,00	<i>Support for National Acceleration Policies for Achieving Sustainable Development Goals in Angola</i>
Third-party Cost Sharing	707.000,00	<i>Support local elections, Post elections assistance, Women for Local Governance, Support for IFI & Gov, Turkey-UNDP partnership, Acc Lab</i>
European Commission Cost Sharing	1.169.134,91	<i>DRM, Info system & EWS, Post-election tech assistance, PROPALOP</i>
Global Fund	12.118.562,09	<i>Strengthening National Capacity to fight HIV</i>
GEF	4.496.893,00	<i>Expansion and Strengthening Angola Project Areas System, Charcoal Project, Marina Pas in Angola, Human Wildlife conflict, Cuvelai River Basin, Coastal adapt needs</i>
Montreal Protocol	105.000,00	<i>HPMP 2nd phase</i>
Building Back Better post COVID-19	495.000,00	<i>Enhancing skill development and job creation for the youth in Cazenga</i>

Rapid Financing Facility	1.500.000,00	<i>Enhancing digital skills, business opportunities and access to social protection for informal workers in Angola</i>
Subtotal	24.112.240,00	<i>Subtotal of Other Resources</i>
GRAND TOTAL	26.052.971,13	

From 2015 to 2017 there was a 56% decrease in the allocation of CORE/Regular funds and this has been a significant challenge for UNDP in Angola as regular resources allow for investments in country office capacity and provides funding to support projects within the CPD/CPAP and provide “seed funding” which can be co-financed from Government or Donor/IFIs.³⁷

Graph 4: UNDP Angola’s CORE/ Regular Resource (2015-2017)



UNDP Angola defined a **Resource Mobilization Strategy & Action Plan (2016-2019)** and a review of the Action Plan confirms that 85% of proposed actions were completed and resources mobilized successfully from donors and vertical funds.

³⁷ The ICPE highlighted the limited staff as challenge for UNDP Angola as it affects the capacity to respond to Government and partners demands and to meet the ambitious goals of the CPD.

Importantly, UNDP significantly increased its Non-Core resources through the implementation of the first phase of Global Fund grant for HIV/AIDS (2016-2018) and the implementation of projects from the GEF 5 funding cycle & GEF’s LDC Fund and this resulted in an increase of **the Core/ Non- Core Ratio from 1 :1,87 in 2015 to 1; 10,47 in 2017.**

Donor funding was also successfully mobilized for Gender, Human Rights and Governance from the EU, United Kingdom and Norway however these funds were limited in comparison to the Vertical Funds and did not exceed a total of \$ 763 thousands USD.

UNDP’s implementation of the **\$5 million USD Government Cost Sharing agreement (GCSA 2016-2018)** for procurement support to the Ministry of Health/ INLS has also provided lessons regarding the capacity and timing of Government’s disbursements and the need for regular reporting on the gains of the agreement/ partnership.

Another important initiative has been the “bottle-neck removal” regarding procurement support for 4 AfDB financed projects and this mobilized more than \$1,000,000USD which clearly demonstrated UNDP’s comparative advantage to deliver on the procurement needs of IFI financed projects.

As stated above, project management, monitoring and evaluation, and procurement are still key challenges faced by IFIs and the national Project Implementation Units and this has a negative impact on the loan performance.

With UNDP’s experience and network of national human resources, this is an area to be further explored through establishing an efficient and responsive “*Development Support Services*” to support IFI financed projects.

Diagram 2: Snapshot of Resources by Funding Channel 2020 (Non-Core Resources Snapshot) ³⁸

GLOBAL FUND \$ 98,465,420 USD	GEF \$ 7,770,111 USD
	Angola – Government Cost Sharing

³⁸ Data in Graph 2 and Figure 1 based on analysis of UNDP Financial Management Dashboard.

	\$ 6,700,792 USD
	EU \$ 4,800,000
	Netherland \$ 165,000 USD
	Norway \$ 599,206 USD
	Germany \$380,991 USD
	Italy \$ 69,000 USD
	Qatar \$ 144,900 USD
	Turkey \$ 99,360 USD

The SWOT analysis below provides the overall summary of the partnerships and resource mobilization efforts for the 2020-2022 period:

Table 3: SWOT ANALYSIS

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • UNDP is a respected and trusted partner and provides upstream support on key issues (<i>governance, SDGs, gender, DRR</i>) • Successful mobilization of resources and diversification of sources to include GCSA • Proven track-record of successful implementation of Vertical Funds (GF and GEF) and of bottle-neck removal support to AfDB financed projects 	<ul style="list-style-type: none"> • Decreasing CORE Resources and its impact on the staffing (<i>affects UNDPs capacity to respond, innovate & mobilize resources</i>) • Reporting of the GCSA needs to be improved and more GCSA needs to be actively pursued with other sectors (<i>e.g. Governance</i>) • Dissemination/ communication of UNDP results and partnerships to show comparative advantage
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New Government and the strengthening of partnerships with new Ministers/ Directors 	<ul style="list-style-type: none"> • Government partners are still in “transition” & programmes are being revised (short-term issue)

<ul style="list-style-type: none"> • Decentralization, Anti-Corruption & SDG acceleration (UNDP strong partner for Govt) • Increasing relevance of IFIs and increasing financing of key areas (<i>agri-business and renewable energy are opportunities</i>) • New CPAP/ CPD to be aligned with NDP 2018-2022 	<ul style="list-style-type: none"> • Possible resistance to new Government financing due to the expenditure cuts in key sectors • Limited funding from donors • Lack of engagement with IFIs projects at the design stage • Private sector activities have been constrained by scarcity of foreign currency delaying the implementation of key project activities, such as in agri-business and manufacturing. • The COVID-19 pandemic causes constrain to project implementation and put at risk macro-economic stabilization and transition to a more inclusive growth model.
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c. Resource Mobilization Baseline (2020) and Mapping of Opportunities

Recognizing the importance of Non-Core resource mobilization, UNDP in Angola intends to mobilize resources from IFIs, government financing (GCSA), private sector financing as well as to guarantee the financing from vertical funds.

Below is a breakdown of the confirmed financing for UNDP’s programme per funding type (2020):

Funding Channel	Programme/ Project	Total Mobilized:	Period:	Partner
VERTICAL FUNDS	GLOBAL FUND: Strengthening the National Response to HIV in Angola	\$4,8 million USD	2018-2021	Ministry of Health/INLS
	GLOBAL FUND: Capacity Development Support to MoH	\$0,2 million USD	2019-2020	Ministry of Health/INLS
	GLOBAL FUND: HIV MAL &TB Z GRANT	\$10,9 million USD	2020-2021	Ministry of Health/INLS
	GLOBAL FUND: NFM 3 – HIV, TB, Malaria, and Development of Health Systems	\$82,6 million USD	2021-2024	Ministry of Health/INLS
	GEF: Expansion & Strengthening Project Angola Project Areas System	\$2 million USD	2016-2022	Ministry of Culture, Tourism and Environment
	GEF: Charcoal Project	\$0,96 million USD	2017-2022	Ministry of Culture, Tourism and Environment
	GEF: LDCF/climate change Angola’s Cuvelai River Basin	\$3,6 million USD	2016-2021	Ministry of Culture, Tourism and Environment

	GEF: Address urgent Coastal Adapt Needs & Capacit Gaps Angola	\$0,3 million USD	2017-2020	Ministry of Culture, Tourism and Environment
	GEF: Creation of Marine Protected Areas in Angola	\$0,6 million USD	2019- 2022	Ministry of Culture, Tourism and Environment
	GEF: Combating Illegal Wildlife Trade and Human Wildlife Conflict	\$0,3 million USD	2020-2026	Ministry of Culture, Tourism and Environment
Multilateral Donor/ EU	EU – Disaster Risk Reduction	\$0,1 million USD	2015-2020	MININT, Civil Protection
	EU – Inter-institutional DRM	\$0,6 million USD	2019-2023	MININT, Civil Protection
	EU – Info system & EWS	\$0,1 million USD	2019-2023	MININT, Civil Protection
	FRESAN	\$2,9 million USD	2019-2023	SNPC
	EU – ProPALOP-TL-SAI-ANGOLA	\$0.2 million USD	2019-2021	National Assemb, Tribunal de Contas, CSO
BILATERAL DONORS	Netherland – Tech Assistance to MININT – 50,000 USD	\$0,05 million USD	2020	MININT
	Norway - Support to Governance/ Local Elections – 57,000 USD	\$0.6 million USD	2018-2020	MASFAMU
	Netherland – Post Election Tech Assistance – 57,000 USD	\$0.057 million USD	2017-2020	MAT
	Netherland – Women for Local Governance – 57,708 USD	\$0.058 million USD	2020	National Assembly, MAT, MINFIN
	Germany – Acc Lab – 380,991 USD Italy – Acc Lab – 69,000 USD Qatar – Acc Lab -144,930 USD	\$0,38 million USD \$0,069 million USD \$0,144 million USD	...2020	...
	Turkey – UNDP Partnership in Development Programme – 99,360 USD	\$0,099 million USD	2020-2021	MAPTSS, INEFOP
GOVERNMENT FINANCING/COST SHARING	GoA – Capacity Development Support to MoH (INLS)	\$6,1 million USD	2019-2020	Ministry of Health
	GoA – Implementation Support for IFI and Government Projects	\$0,4 USD	2016-2022	AfDB
TOTAL MOBILIZED (Baseline of RM as of Oct 2020)		125.5 million USD (2020- 2022)		

Despite the positive results regarding the mobilization of resources from vertical funds (GF and GEF) UNDP continues to have limited funding from IFIs and other potential sources as well as a considerable difference between the support to the governance and inclusive growth programmes and the support to the environment and health programmes.

To address this gap, in 2018 progress was made with the continuous engagement with the World Bank, IFAD, and AfDB and **opportunities have been identified for tripartite partnerships (IFI, Government and UNDP):**

- **Renewable Energy/Access to Energy**

- WB is in the design phase of a \$ 250 million USD loan for the energy sector and UNDP could be an implementing partner;
 - AfDB \$1 million USD grant for support to renewable energy framework/ institutional arrangements and collaboration with UNDP has been agreed, particular as UNDP invested in the Derisking the Renewable Energy Investment (DREI) analysis for on-grid opportunities in Angola; AfDB and UNDP are working together on a proposal to the GEF funded Africa Mini-Grids project;
 - Through engagement of a JPO, UNDP is building internal capacity for the development of a renewable energy project (to complement the existing GEF projects) as this is a key area of growth in Angola and establishing a tripartite partnership on renewable energy or private sector financed projects is an important goal.
- ***Inclusive Growth & Value Chain Development***
 - WB's project with the Ministry of Agriculture, the "Support to Commercial Agriculture" also identified opportunities for applying and up-scaling UNDP's experience on value-chain linkages for inclusive agri-business;
 - IFAD's Smallholder Resilience Enhancement Programme (SREP) is a new loan financed project with 3 IFIs (IFAD 45million; BADEA42 Million; AFD 45 Million) and UNDP is also in discussions as an implementing partner to this project to support the "Development Support Services" approach and guarantee the capacity building for loan implementation and faster roll out of project implementation;
 - The "scaling up" of Social Protection is also under discussion with the Ministry of Finance and the WB as a new, broader approach is being explored which could have the engagement of UNDP.
 - ***Governance & Support for Local Elections***
 - UNDP's support to the Anti-Corruption efforts is recognized and WB efforts to support Government's capacity development for fiscal decentralization and for the local development is also identified as a key area for future collaboration.

Other key non-core opportunities identified for resource mobilization are:

- **Government Financing for the Participatory Budget – Ministry of Administration (MAT)**
 - As one of the key targets for the Ministry of Administration, UNDP's technical support and roll out of the Participatory Budget is expected to be funded through government cost sharing (an estimated 2,5 million USD).
- **Mobilize Private Sector support**
 - Previously, UNDP has sought to engage with private sector and in particular with the petroleum sector in Angola to mobilize resources for the social sector component of the DRF (Drought Resilience Framework). Considering the uncertain situation of the oil sector, other kind of Private Sector must be considered. Mapping the new Private Sector eligible to engage with is in course, through a joint work with PWC where questionnaires will be sent to enterprises in order to learn about their adoption of SDGs.

- **GEF Funding for Chemicals and Waster and International Waters**
 - UNDP is drafting a \$3 million USD for support to the Chemicals and Waste treatment in Angola, in particular the phase out of the Persistent Organic Pollutants (POPs) and supporting the drafting a \$11 million USD from the International Waters funding window for the Cuvelai and Cunene Basin Water commission (COVECOM).

Vertical Funds will continue to be the leading non-core funding sources for UNDP in Angola in the medium term however IFI, government financing and private sector financing should be increased in order to guarantee sustainable and predicable funding for the implementation of UNDP’s new CPD cycle (2020-2022).

With the approval of the NDP 2020-2022 and the formulation process for the new UNDAF and CPD, has led to new priorities being identified with greater focus on the need to support youth policies and programmes (*65% of the Angolan population is below 24 years of age*), the need to support vocational training and skills development and the need to support the efforts to increase access to renewable energy.

The new CPD 2020-2022 programme priorities have been identified (as of Draft/ Feb 2019)

OUTCOME 1: Fostering poverty eradication and inclusive economic growth

OUTCOME 2: Increasing people’s resilience to shocks and crisis and enhancing management of natural resources for conservation and economic development; and

OUTCOME 3: Strengthening inclusive democracy, human rights, justice and rule of law

Importantly, the three new programme areas meet the criteria established for the resource mobilization which were that the programme areas must be 1) *UNDP’s proven expertise and experience (nationally and/or globally)*; 2) *Interventions that are a priority within Government’s medium to long-term plans*; 3) ***There is clear source of sustainable funding identified (Non-Core Resources)***; 4) *Supports SDG acceleration (upstream support) strategic area of growth for UNDP in Angola*

As an example, the new CPD priorities were reviewed based on the above criteria to identify the availability of sustainable and predictable funding sources and the probability of a diverse partnerships base being formed (*IFI, Private Sector Financing, Government Cost sharing, GEF & GCF, Donor Financing*):

Table 4: Proposed Priorities/CPD Outcomes for 2020-2022

Proposed Priorities/ CPD Outcomes	UNDP’s proven expertise and experience (nationally and/or globally)	Intervention is a priority within Government’s medium to long-term plans	Clear source of sustainable funding identified (Non-Core Resources)	Supports SDG Acceleration	Identified Source of Funding
1. Fostering poverty eradication	✓	✓	✓	✓	IFI

and inclusive economic growth					Private Sector Financing Government Cost Sharing Bilateral Donors
2. Increasing people's resilience to shocks and crisis and enhancing management of natural resources for conservation and economic development	✓	✓	✓	✓	GEF & GCF Private Sector Financing/ IFI Financing Government Cost sharing/Donor Financing
3. Strengthening inclusive democracy, human rights, justice and rule of law	✓	✓	✓	✓	Government Cost Sharing/ Donor Financing / IFI

Table 4: UNDP Partnerships and Mapping of new Opportunities

CPAP 2020-2022 Priorities	Government Partners	UNDP's Strategic Role/ Relevance	New opportunities (2020-2020)
1. Inclusive and sustainable growth, supporting country efforts for graduation from LDC	Ministry of Planning and Economics, National Institute of Statistics (INE), Ministry of Agriculture	<ul style="list-style-type: none"> - UNDP provided high level support to MEP on the Graduation and SDG. - UNDP has a privileged partnership with INE and provide technical support - UNDP has implemented Value-Chain Development projects (agri-business linkages) 	<ul style="list-style-type: none"> - Graduation Strategy (NDP objective) - SDGs alignment and monitoring - Economic Development based on evidence from results of value-chain project (upscale!) - WB & IFAD projects supporting Agri-Business
2. Participatory governance and modernization of public institutions for effective service delivery as well as human rights, access to justice by all citizens, and accelerated progress on women's empowerment.	Ministry of Territorial Administration; Ministry of Justice; Ombudsman; Attorney General's; Ministry of Social Affairs and Women	<ul style="list-style-type: none"> - UNDP has supported Human Rights through the capacity building of the Ministry of Justice and Ombudsman office - UNDP provided key support to the elections in 2017 (Civil Education) at the request of Government - UNDP supports the participation of women in CSOs and capacity building of the Ministry of Women including on gender statistics - Decentralization and support of local administration has been a strong area of UNDP expertise for more than a decade 	<ul style="list-style-type: none"> - Anti-Corruption Strategy - Participatory/ Local Budgets - Local Elections and Support to Local Administration - Gender Mainstreaming & Women's Participation at the Local Level - Support on Human Rights for new Ombudsman /Min. of Justice
3. HIV/AIDs	Ministry of Health, National Institute to Combat HIV/AIDS (INLS)	<ul style="list-style-type: none"> - As principal recipient of GF (HIV/AIDS) and implementation support for procurement with Government financing (GCS), UNDP guaranteed stocks & the service as per the National Plan on Combating HIV/AIDS (no breaks in stocks) 	<ul style="list-style-type: none"> - Global Fund recipient for 2018-2022 period (LAST PHASE) - Renew and upscale GCSA for procurement health supplies
4. Environmental sustainability for disaster risk reduction and economic advancement.	Ministry of Culture, Tourism and Environment; Ministry of Energy and Water (<i>Okavango Project</i>) Ministry of Interior (DRR)	<ul style="list-style-type: none"> - UNDP is the leading partner for Ministry of Environment and is implementing GEF funded projects in Biodiversity & Climate Change - UNDP supported the Govts drafting of Drought Recovery Framework (DRF) and has contributed significantly to the capacity building of the Civil Protection structures in the country 	<ul style="list-style-type: none"> - GEF 7 & Green Climate Fund - Mobilizing private sector support for DRF (national companies) - Sustainable Energy (NEW UNDP SP FOCUS)

VII. Partnerships and Resource Mobilization Strategy for 2020-2022

a. Overarching Goal

Based on the current country context and the analysis of UNDP's partnerships and funding opportunities, the overarching goal of the Partnerships and Resource Mobilization Strategy for 2019-2022 (PSRM) is:

UNDP Angola supports the implementation of the Angola's National Development Plan and secures the resources required to implement the CPD 2019-2022 by increasing non-core resources, diversifying the range of partners and implements innovative tripartite partnerships, blended financing and SDG impact investments.

b. Strategic Objectives and Priority Actions

To achieve the overarching goal, three Strategic Objectives have been defined:

1. Enhance UNDP's role as trusted partner and galvanize support for SDG acceleration and the implementation of the NDP
2. Increase Non-Core Resources with priority to Government, IFIs and Private Sector Financing
3. Guarantee resource requirements for the CPD 2020-2022 have funding resources confirmed or in the pipeline

The three strategic objectives are aligned with the SP 2018-2022 vision for a "UNDP that we want in 2021" as well as with the RMAP 3.0.

UNDP Angola shall embark on the implementation of a number initiatives within six priority actions to meet the objectives and the overall reasoning for the priority actions is explained below:

Priority Action 1

COMMUNICATE IMPACT: Promoting UNDP Results

There is an urgent need to disseminate more of UNDP's work with partners and with decision makers through publications, events, and targeted communication strategy.

UNDP needs to show its comparative advantage and/or experience in areas such as value-chain and inclusive business models as well as gender, governance, environment, and disaster risk reduction.

UNDP's global work on financing for development and innovative solutions such the SDG Impact Investments and the promotion of blended financing should also be communicated to specific partners (e.g. MINEP & MINFIN) to determine entry points for these initiatives in Angola.

Priority Action 2

(EVEN) CLOSER PROXIMITY – Partnerships in a Dynamic Climate

UNDP needs to continue to foster close(r) relationships with Government partners and with IFIs and Private Sector through information sharing and supporting partners initiatives (not financial but investment with time and relationship building).

UNDP's senior management and senior technical staff should have access to and be at ease with the key partners of the portfolio for the implementation of programmes but also for the resolution bottlenecks and to be invited to the design/ start of new projects (both upstream and downstream within CPAP priorities).

The importance of Government Cost Sharing and the experiences such as Senegal and Malawi should also be more readily discussed with Government partners as UNDP's role shifts from technical assistance with some funding to focusing in technical assistance supported through domestic resources.

Joint Programmes and Country Platforms are also to be pursued where there is a proven added value for these partnerships and where UNDP is clear of its expertise and role.

Priority Action 3

MAKING THE CASE TO IFIs & PRIVATE SECTOR - UNDP'S Value Propositions

Specific attention needs to be paid to IFIs financing in Angola as the new opportunities emerge and their relevance as a development partner in the country increases.

Through the backstopping support of the IFI specialists in UNDP (HQs and Regional Office), profiles for IFIs in Angola shall be undertaken and tailored Value Propositions developed for each opportunity for tripartite collaboration.

UNDP's experience in accelerating and removing operational bottlenecks through the support to project implementation and procurement needs of the loans will also be disseminated.

Importantly, it will be through Government partners that IFIs projects and loans will be granted hence there is a need to focus on specific sectors which are within the UNDP's mandate/ CPAP and there is expertise and experience.

Private sector engagement through the efforts to revive the CSR networks and to develop a UN Global Compact Network are important however UNDP Angola should also develop specific private sector profiles and tools for mobilizing resources/ establishing partnerships.

Priority Action 4

CHANGING CO CULTURE AND PERCEPTIONS- "We are all mobilizers"

Partnership building, and resource mobilization is a continuous process which can also be slow to demonstrate results. There is no substituting the implementation of programmes to show results and then garnering more resources, nor is there a substitute to the specific knowledge of programme and operations staff as well as senior management on the day to day management of partners and context.

Increasing efficiency is a priority in the SP 2018-2021 and this should be a priority for all staff (both operations and programme) and this calls for all staff to be mobilizers of resources through their day to day interaction with partners and through the focus on the service culture based on UNDP strengths (*e.g. capacity development, procurement, project management*).

Priority Action 5

Monitoring Internal and External Dynamics - LEARNING AS DOING

The regular review of the resources and resource mobilization efforts is important for monitoring the internal and external dynamics which influence results.

Through constant monitoring it will be possible to adapt and to influence rather than react to the external changes with regards to the focus of donors and IFIs as well as Government partners.

Priority Actions 6

CPD 2020-2022 Resource Requirements – Guaranteeing funding for the priority interventions

To support the definition of the CPD 2020-2022 programme areas and specific outcomes from a resource mobilization perspective, it is important to heed the lessons learned from experience (SWOT analysis and country background) and also the priorities being established by the NDP 2018-2022, the MAPS, RIA and the CCA reports as the premise for the guaranteeing impact on the priority interventions for UNDP in Angola is that resource requirements have been confirmed or are in the pipeline.

This is an important exercise that should form the basis of the mapping of resource requirements and eventual gaps for the CPD 2020-2022 and **Annex 3 provides the template to support this exercise.**

VIII. Partnerships and Resource Mobilization Action Plan 2020-2022

To implement the strategy and meet the proposed strategic objectives, the Partnerships and Resource Mobilization Action Plan 2020-2022 proposes specific Outputs within the six Priority Actions. The outputs will contribute to the positioning of UNDP as an important strategic partner to the Government of Angola and to other development partners such as the IFIs and Private Sector and will focus also confirming funding.

Overarching Goal: UNDP Angola secures the resources required to implement the CPD 2020-2022 by increasing non-core resources, diversifying partnerships and progressively explores innovative partnerships such as blended financing and SDG impact investments				
Strategic Objectives:		<ol style="list-style-type: none"> 1. Enhance UNDP's role as trusted partner and galvanize support for SDG acceleration and the implementation of the NDP 2. Increase Non-Core Resources with priority to Government, IFIs and Private Sector Financing 3. Guarantee resource requirements for the CPD 2020-2022 have funding resources confirmed or in the pipeline 		
Priority Actions 1: Communicating on Impact				
Outputs	Baseline	Indicators	Responsible	Timeline
1.1. External Communication material produced on UNDP's recent performance on key projects (<i>e.g. Annual Report</i>)	UNDP Angola Website and social media fully functioning.	Nr of UNDP publications for partners produced and disseminated.	Communication Department	2020,2021 and 2022
1.2 Support the Resident Representative on communication on impact to partners and donors by producing an At Glance - Briefing pack	Project Briefs and ROAR reports.	Nr of Communication events on Impact for Partners and Donors promoted	Communication Department/ Partnerships & RM Focal Point	2020,2021 and 2022
1.3 Communicate joint results: Videos; Articles; Quarterly UNDP newsletters	Project Briefs and ROAR reports.	Number of videos, articles and quarterly UNDP newsletters produced and disseminated	Communication Department	2020,2021 and 2022

Social Media Content;				
1.4 Donors and other counterparts will be invited to project sites - will be organized whenever there are tangible results to be shown on the ground.	Project Briefs	Number of field visits conducted to projects sites; Number of participants Number of communications products disseminated	Communication Department and Clusters Managers	3 rd or 4 th QUARTER 2021 and 2022
Priority Actions 2: Closer Proximity				
2.1 Senior Management and technical staff with regular contact with senior staff (<i>Govt, Donors, IFIs, Private Sector</i>) and follow up on RM action points	TBD	Nº of meetings with Govt/Donors/ Partners with specific RM action points	All Depts/ Partnerships & RM Focal Point	ONGOING
2.2 Public/ donor events that showcase UNDP's performance is supported (<i>UNDP highlights its contribution</i>)	TBD	Nº of public/ donor events with UNDP stand or information point	All Depts/ Partnerships & RM Focal Point	ONGOING
2.3 Government Financing actively explored with all Government Partners in all the projects (CPD)	TBD	Nº of meetings with Govt on Financing Agreements	All Depts/ Partnerships & RM Focal Point	ONGOING
2.4 Joint Programmes and Country Platforms on SDGs/ SDGs Impact Investments actively explored with Partners	TBD	Nº of meetings with UN and Govt on and Country Platforms on SDGs/ SDGs Impact Investments	All Depts/ Partnerships & RM Focal Point	ONGOING
Priority Actions 3: Making the Case to the IFIs and Private Sector				
3.1 Mapping of Donor Projects with low performance and proposal for	AfDB Workshop report (Sept 2018)	Mapping of Loans and Low Performance	Partnerships & RM Focal Point	1 st QUARTER 2021

actions/ assistance to loan performance				
2. Local IFIs and PS profiles and developed and tailored value propositions to support engagement	IFAD Profile/ Meeting Notes/ PWC questionnaire for SGD and PS	Nº of profiles elaborated with tailored value propositions	Partnerships & RM Focal Point	1 st QUARTER 2021
2. Explore new funding windows from partners new to the country's context	Preliminary contacts with Islamic Development Bank, the European Investment Bank and KfW Development Bank	Nº of meetings and initiates with new IFIs/PS	All Depts/ Partnerships & RM Focal Point	1 st QUARTER 2021
3. <i>Development Support Services</i> and a resource persons network for supporting loan implementation established	Procurement for 4 AfDB financed projects and this mobilized more than \$1,000,000USD.	Nº of procurement and project management agreements for loan implementation	All Depts/ Partnerships & RM Focal Point	ONGOING
Priority Actions 4: Changing CO Culture and Perceptions				
4.1 Information on partnership engagement and resource mobilization is readily shared and contribute on various issues (incl. partners and donor perceptions)	Participation in POWG meetings / 2 Presentations and Discussions	Nº of meetings specifically held on partnership and resource mobilization	All Depts/ Partnerships & RM Focal Point	ONGOING
4.2 Response to issues raised by partners/donors/IFIs monitored to resolve bottlenecks and presented to senior management	TBD	Mechanisms for support to staff and senior management to resolve partnership & RM bottlenecks	All Depts/ Partnerships & RM Focal Point	ONGOING

3. CO office staff receive training on partnership engagement across the board	TBD	Nº of trainings on partnership and resource mobilization	All Depts/ Partnerships & RM Focal Point	TBD
Priority Actions 5: Monitoring Dynamics				
5.1 Continuous review of partnerships and donor relationships	TBD	Nº of reports on UNDP Partnerships and RM	All Depts/ Partnerships & RM Focal Point	ONGOING
5.2 Regular contact with donors/IFIs and PS	TBD	Nº of high level meetings held with donors/IFIs and PS	All Depts/ Partnerships & RM Focal Point	ONGOING
Priority Actions 6: Funding CPD resource requirements				
1. Support the CPD Budget formulation/ definition of resource requirements		CPD Budget defined and gaps identified	All Depts/ Partnerships & RM Focal Point	ONGOING
2. Establish the RM priorities and mapping / action plan for funding gaps		CPD Budget defined and gaps identified	All Depts/ Partnerships & RM Focal Point	ONGOING

IX. CONCLUSION – UNDP’s Value Proposition

To finalize the analysis the partnerships the resource mobilization strategy and action plan, and to support the communication and the “branding” of UNDP’s comparative advantage as a partner in Angola, the text below proposes **UNDP Angola’s Value Proposition**:

UNDP Angola is a trusted partner who delivers on governance, particularly on sensitive issues such as transparency and rule of law and provides support to the capacity development of national structures on poverty reduction, environmental management, climate change and disaster risk reduction and the provision of health procurement services.

UNDP delivers quality technical support and advice, supports the acceleration of IFI financed projects, meeting targets and requirements of complex funding mechanisms (GEF, GF and others).

UNDP is also a respected convenor of multiple partners on the SDGs and the Agenda 2030.

X. ANNEXES

ANNEX 1

UNDP'S Vision for Resource Mobilization

With regards to partnerships, the SP 2018-2021 highlights the importance of the Private Sector Partners, IFIs and Vertical Funds and defines them as “critical partners” and “a critical component of the development landscape” and determines UNDP’s responsibility to engage with these partners by deepening relationships and designing agreements that can support countries to mobilize private sector capital for domestic investments.

The role of domestic resources/Government Cost Sharing is also prioritized as more and more Middle-Income Countries face serious challenges to fight poverty and accelerate SDG implementation (largest number of people living in extreme poverty are to be found in MICs).

At the same time, the RMAP 3.0 defined thematic priorities for non-core resource mobilization and 4 out of the 7 thematic areas are highly relevant to the Angolan context (see table 3 below).

To summarize, the SP 2018-2021 determines: “The organization will also aim to lay strong foundations for effective planning, financing, mobilization and delivery of ODA, domestic government cost sharing and, where this is requested and feasible, other forms of development finance from public and private sources, including through the use of innovative instruments.”

Table 4: Resource Mobilization Action Plan 2020 (RMAP 3.0) & Relevance to Angola

<i>PRIORITY 1: RM Strategy for the SP 2018-2021</i>	<i>PRIORITY 2: Strategic Partnerships with Govt. & Non Govt Actors to diversify and broaden the funding base</i>	<i>PRIORITY 3: Maximize funding opportunities for thematic</i>	<i>Relevance for UNDP Angola (thematic priorities)</i>	
<i>Develop a resource motivation strategy to ensure the new SP is fully funded, with an adequate and predictable core base</i>	<i>Increase number of donors & achieve projected core</i>	<i>SDG Implementation</i>	<i>HIGH</i>	
	<i>New funding windows capitalized</i>	<i>Biodiversity, forests, oceans and water governance and climate change</i>	<i>HIGH</i>	
	<i>Maintain and expand Private Sector partnerships</i>	<i>Humanitarian-development nexus</i>	<i>HIGH</i>	
	<i>Implement 2016 IFI action plans and develop new ones</i>	<i>Protracted crisis, migration and displacement</i>	<i>LOW</i>	
	<i>Increase Government Cost Sharing</i>	<i>Inclusive political processes</i>		<i>HIGH</i>
		<i>Preventing violent extremism</i>		<i>LOW</i>
<i>Sustainable urban development</i>			<i>MEDIUM</i>	

Annex 2: TEMPLATE FOR SPECIFIC CPD RESOURCE REQUIREMENT MOBILIZATION PLAN

<u>Programme Area</u>	<u>Projects</u>	<u>Resource Requirements</u>	<u>Available Resources</u>	<u>Resource Gap</u>	<u>Proposed Action</u>	<u>Time-Line</u>	<u>Status/progress tracking</u>
<u>Democratic Governance</u>	<u>Participation:</u> elections, local governance, youth participation						
	<u>Transparency: risk assessment of corruption (prevention at sectoral level)</u>						
	<u>Gender and women's empowerment:</u> gender-based violence, gender sensitive budgeting,						

	<i>gender disaggregated statistics</i>						
<i><u>Inclusive Growth and Sustainable Development</u></i>							

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