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TECHNICAL SUPPORT PROJECT FOR SOCIAL INVESTMENT AND CAPACITY BUILDING IN EQUATORIAL GUINEA

Design and Implementation Plan

Contract No. DFD-I-00-05-0020 TO #2

(September 2006 through August 2008)

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FOREWORD

This Technical Support Project (TSP) for Social Investment and Capacity Building in Equatorial Guinea 2007 Design and Implementation Plan covers the overall strategy and activity components for year one and two in support of establishment and implementation of a Fund for Social Development. It presents an integrated approach for achieving overall TSP outcomes and deliverables and represents a framework for collaboration with the GREG.

The TSP Design and Implementation Plan has been developed by technical advisors in close coordination with GREG partners between September and December 2006. A series of consultations at all levels of government, from the Prime Minister's Office to representatives of the five target Ministries have occurred regularly during this timeframe in order to discuss the approach and activities required to complete the establishment and implementation of an operational FSD that can be operated the government. Details of the plan related to legal framework, organizational structure, budgeting, social projects, and training priorities have been reviewed with the GREG and their comments incorporated on those items in which a decision has been reached. Obtaining this level of buy-in at this important stage has been a central objective in the drafting of this plan and is viewed as crucial for continued support of this initiative.

TSP is grateful for the support and commitment of USAID and GREG. TSP is an ambitious program, and maintaining the strong spirit of collaboration and partnership demonstrated thus far will enable the success of the Fund for Social Development.

ACRONYMS

AED	Academy for Educational Development
BEAC	The Bank of Central African States
BRDG	Building Recovery and Reform through Democratic Governance
BSR	Business for Social Responsibility
CFA	Central Africa Francs
DAI	Development Alternatives, Inc.
EIA	Environmental Impact Assessment
Excemo	Excelentísimo
FSD	Fund for Social Development (initially known as “Social Needs Fund”)
GFS	Government Finance Statistics
GREG	Government of the Republic of Equatorial Guinea
ILO	International Labor Organization
IQC	Indefinite Quantity Contract
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MFB	Ministry of Finance and Budget
MinASPROM	Ministry of Social Affairs and Women’s Rights
MinECD	Ministry of Education, Science, and Sports
MinHSW	Ministry of Health and Social Welfare
MinICL	Ministry of Interior and Local Corporations
MinPMA	Ministry of Fishing and Environment
MMIE	Ministry of Mines, Industry and Energy
MOE	Ministry of Economy
MOI	Ministry of Infrastructure
MOU	Memorandum of Understanding
MPD	Ministry of Planning, Economic Development and Public Investment
NGO	Non-Governmental Organization
PIP	Public Investment Program
PSA	Public Service Announcement
S.E.	Su Excelencia
SNA	Social Needs Assessment
TNA	Training Needs Assessment
TSP	Technical Support Project
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations International Children’s Emergency Fund
USAID	United States Agency for International Development
WHO	World Health Organization

I. INTRODUCTION

This document presents the Design and Implementation Plan proposed by the Development Alternatives, Inc. team for activities under United States Agency for International Development's (USAID) Technical Support Project (TSP) for Social Investment and Capacity Building in Equatorial Guinea [per Building Recovery and Reform through Democratic Governance Indefinite Quantity Contract (BRIDG IQC) # DFD-1-00-05-00220 TO #2].

The discovery of rich oil and natural gas deposits off of Equatorial Guinea's coast in the mid-1990's transformed the economic profile of this small nation. New-found oil wealth has provided an opportunity for modernization and improved livelihoods not experienced in the country since gaining independence in 1968. However, despite the resulting increases in government revenue, there have been few improvements in the country's living standards for the 700,000 citizens over the past decade. Instead, the discovery and exploitation of oil reserves have contributed to widespread corruption and mismanagement, thereby creating an imbalance in the positive social impact of the dramatic economic growth.

Under contract with the U.S. Embassy, Business for Social Responsibility (BSR) completed a social needs assessment in 2005. That assessment identified key bottlenecks in the various ministries responsible for meeting citizens' social needs. Funds were being allocated through the national budget, but capacity and other performance shortcomings resulted in only minimal portions of these resources actually being spent on their intended purposes. To address this problem, BSR proposed an institutional framework for improving the ability of the Government of the Republic of Equatorial Guinea (GREG) to meet some of the basic needs of its citizens. This framework was endorsed by the GREG on July 4 of 2005, through Presidential Decree number 120/2005, which established a Fund for Social Development (hereinafter referred to indistinctly as "The Fund" or "FSD") to be managed by a committee of relevant national Ministries, with oversight from an Administration Committee, as a public initiative to improve transparency, accountability, and meet the social needs of its citizens.

The Government of the United States of America, acting through USAID entered into a Memorandum of Understanding (MOU) on April 11, 2006, with the Government of the Republic of Equatorial Guinea to receive a conditional gift of funds for the purposes of providing technical assistance to ensure that social projects are funded and implemented in a manner that is transparent, efficient and accountable to the citizens and government of the Republic of Equatorial Guinea. Paired with this objective, USAID/TSP is to offer capacity development to support the planning and oversight capacity of the GREG. Thus, USAID/TSP will assist the GREG to: a) establish the Fund for Social Development to implement the social needs projects; b) convene a Administration Committee which will provide oversight of the Fund operations; c) create a Secretariat for coordination and management support to the Fund d) organize and launch five Programs Committees to

review and propose social projects and, finally, e) build and strengthen institutional capacity of the ministries which will implement the projects, in addition to developing capacity in the Ministry of Finance and Budget and Ministry of Planning, Economic Development and Public Investment.

This design and implementation plan is the result of initial assessments conducted by Technical Experts provided by USAID/TSP. This plan lays out the steps for the technical assistance team and the GREG toward the realization of the goals for the FSD over the next two years. This plan is based upon a series of consultations with GREG counterparts and donors, NGOs, and private sector actors active in the social development of Equatorial Guinea, and formulates an approach for the launching of the FSD and the provision of capacity building training to ensure sustainability of the FSD at the end of USAID/TSP support. While USAID/TSP support is currently anticipated up to three years in duration, this plan focuses on a two-year span. The third year is envisioned as a transition period. However, at this time, it is premature to speculate on specifics regarding a transition plan as there are too many unknowns in regards to the performance of the Fund.

II. OBJECTIVES OF THE TECHNICAL SUPPORT PROGRAM

The establishment of the Fund is expected to allow for the expeditious funding of social projects. Demonstrating the commitment of the GREG to address social needs of its people, projects will promote the livelihoods and well being of the country's population. Initial resources budgeted for social development needs will be from existing budgets of the relevant government Ministries to be allocated and spent through the Fund. Supplemental resources have been allocated for the purposes providing technical assistance via USAID/TSP in order to establish and support the Administration Committee, Secretariat, Programs Committees, external and internal audits and capacity building within relevant Ministries. The establishment of the Fund is not viewed as a substitute for the operations of the Government ministries and institutions. These participating Ministries will continue to receive their standard budget allocations.

Intended as an interim measure, the Fund will explicitly involve the Ministries of Education, Science and Sports; Health and Social Welfare; Fishing and Environment; Social Affairs and Women's Rights; and Interior and Local Corporations in all stages of the project management cycle to build their capacity during implementation so that sufficient administrative and programmatic skills and tools are integrated into the institutions' business practices. While working with the participating Ministries in design and implementation of the management of the Fund, the following principles guide the technical assistance:

- **Transparency.** The Fund monies shall be maintained and managed separately from other general Government accounts and program and financial operations shall be transparent, with annual external, independent audits. Procedures for awarding projects under the Fund will adhere to high international procurement standards for transparency, accountability and fair competition.
- **Accountability.** The Fund, its Administration Committee, Secretariat and Programs Committees shall have clearly defined rules, procedures and responsibilities that adhere to internationally-accepted standards of corporate governance and personal accountability and guarantee accountability of the Fund to the citizens of the Republic of Equatorial Guinea.
- **Effectiveness.** There will be procedures built into the Fund's operation to ensure that program goals and activities are well-planned and executed according to internationally-accepted development standards.
- **Sustainability.** The USAID/TSP and the operations of the Fund will be oriented toward building the planning and implementation capacity of Equatorial Guinean government and non-governmental institutions to provide for the social needs of

its citizens. Once the individual Ministries' capacities are developed and are eligible for direct budget support from the Government for the projects, the need for the Fund will not exist.

Other considerations guiding the proposed structure and functioning of the Fund include the following:

- Overall control for financial resources allocation rests with the GREG and its representatives;
- Final approval of programs and related budgets will rest with the Administration Committee;
- All USAID/TSP activities and the operation of the Fund itself will include elements to build the immediate, medium and long-term capacity of the GREG and its relevant Ministries to eventually make a separate Fund for Social Development unnecessary;
- External technical assistance for support and monitoring will be built into the operation of both the Fund itself and of individual projects funded by it in order to ensure transparency, accountability and effectiveness;
- The Fund's structure will use existing capacity and actors within the public service of the GREG wherever possible; and
- Provision of technical assistance to the Fund is subject to review for compliance with USAID regulations.

III. DESIGN AND IMPLEMENTATION STRATEGY

The challenge of establishing and implementing a FSD for Equatorial Guinea cannot be underestimated in the country context. A successful approach requires a strategy that revolves around a keen understanding of the overarching challenges to addressing the social needs and priorities of the population at large, while remaining flexible and confident to respond to requirements of the GREG in a language that reinforces their ownership of this process. Over the next two years, the USAID/TSP will advance the FSD as a functional social response mechanism in collaboration with the GREG. Attaining this objective requires that USAID/TSP technical advisors tackle four thematic challenges in the integration of social programming through the Fund mechanism.

- *Political* – Forging a broad consensus among key stakeholders and constituents on the Fund operations and a vision for each social sector;
- *Technical* – Defining roles and responsibilities and establishing policies and procedures for the FSD and participating entities;
- *Capacity* – Building core competencies, key technical skills, and management systems to ensure the Fund and participating Ministries can respond to defined priorities; and
- *Financial* – Managing and accounting for, in an open and transparent manner, the financial resources necessary to fulfill basic functions.

A strategic and methodical approach that identifies solutions to issues stemming from each of these challenges lies at the base of the recommended plan of activities presented in the following pages of this document. Proposed actions and activities will be executed following three strategic principles guiding the timing, delivery, and selection of services. These strategic principles frame the USAID/TSP approach and are central to ease the transition out of the FSD at the appropriate time.

First, USAID/TSP recognizes that no advances will be made under TSP without appreciating the **importance of relationship building** with all stakeholders. The need for proper linkages—backed by trust—with all levels of Government, starting with the Office of the President, the Prime Minister, and line Ministers is critical prior to the start of any series of actions. USAID/TSP advisors must forge clear communication paths as quickly as possible with key decision makers in Government. Until stable relationships are formed, advancement of the goals for the FSD will be extremely difficult to achieve.

Second, USAID/TSP must develop early **ownership of the FSD by the GREG**. All messaging and actions regarding the FSD will reinforce the notion that the GREG has ultimate authority over the Fund and that the Ministries are responsible for social programming in their sectors.

Finally, the **Fund operations must have legitimacy**—all stakeholders must be confident that unbiased, accountable, and transparent rules govern access to FSD resources. A comprehensive, officially published set of charters, bylaws, policies, and procedures will be the first step to successful stewardship and management of the Fund. The second step will be sustained public reporting on fund usage. All technical and financial/audit reports of the Fund will be made available to the public.

USAID/TSP has designed an implementation plan that strategically places six technical advisors for consultation by participating GREG ministries and officials and who will facilitate the establishment and operation of the Fund. The Chief of Party will be based in the Secretariat, along with a Financial and Budget Advisor. In addition to these advisors, four more will be dedicated to the following GREG line ministries:

- Ministry of Health and Social Welfare
- Ministry of Education, Science and Sports
- Ministry of Fishing and Environment, and Ministry of Interior and Local Corporations
- Ministry of Social Affairs and Women's Rights

Through this arrangement, buy-in will be promoted through close collaboration and the building of trust, technical advisors have been placed in the Secretariat and in each participating Ministry; this twinning arrangement with key decision makers and line staff will help reinforce the role, responsibilities, and importance of each entity in the management of social investments in Equatorial Guinea. These advisors will provide GREG employees and officials direct and consistent access to skills required to improve internal capacity to manage the delivery of Government services. They serve as the frontline in bridging the capacity-building needs of the individual Ministries through their involvement via the Programs Committees in the FSD. Although there may be pressure to fulfill a decision-making role, the technical team will refrain from doing so and will focus on providing informed options for GREG counterparts to make the programmatic and financial decisions for the Fund and social programs so that ownership remains with the GREG.

3.1 DESIGN PHASE

The USAID/TSP assistance was designed to be carried in two phases- Design and Implementation. Initially, the Design Phase was conceptualized as a period of 60 days in which a small team of experts would conduct an initial assessment of requirements to establish the FSD and priority training needs for GREG counterparts. In accordance with the strategic principles of gaining trust and creating the sense of ownership, USAID/TSP engaged the GREG as quickly as possible in order to begin to ground-truth the BSR report which had been completed one year previous. A plan was to have been created at the end of this 60-day period which was to guide the long term team in their first few weeks in country until such time as the drafting of a longer term implementation plan. This approach was modified slightly and the two phases merged in reaction to a series of requests on the part of the GREG and USAID.

Prior to the arrival of the long term advisors, and with USAID and GREG guidance and approval, briefing sessions and informational workshops with stakeholders were held, as well as individual interviews, to begin to identify the social priority projects, identify steps toward legalizing the FSD, and capacity building requirements. The initial reports by design team members were used by the long term team as a roadmap for further elaboration of implementation activities, sequencing resource requirements, and development of mechanisms for internal control and public oversight.

SUMMARY OF KEY DESIGN PHASE ACTIVITIES

- **Fund Design and Establishment:** The USAID/TSP technical team focused on reviewing the existing systems for management and budgeting, as well as discussing the expectations and vision for the FSD with counterparts. From this work, they laid the foundations for practical design solutions for rules, procedures, and systems to identify, review, implement, and monitor the Fund programs. Areas covered included legal structures, ministerial allocations for project funding, extra-budgetary resources for FSD operating costs, transparency procedures for project selection and implementation, and accountability mechanisms governing FSD operations.
- **Capacity-Building Plan for Targeted Ministries:** Working through USAID/TSP ministry counterparts, meetings were facilitated with ministry staff to promote buy-in and ownership of FSD objectives, as well as determine training needs. A rapid institutional assessment was also conducted with participating ministries. The initial concept of a more in depth survey during the Design Phase was modified after it became apparent to the Design Team that the proposed survey was inappropriate for the context.
- **Meetings and Reporting:** Based on guidance from USAID and GREG counterparts on key individuals and what issues to discuss with various stakeholders, TSP technical advisors conducted initial meetings and interviews. Briefings with USAID and counterparts early on were followed up by regular meetings, sharing of findings and recommendations, and presentation of draft materials to appropriate stakeholders.

3.2 IMPLEMENTATION PHASE

Implementation of USAID/TSP will follow the blueprint of the GREG FSD Design Plan to maximize synergies across elements of the Fund, as well as to accommodate special needs of particular groups. Periodic institutional assessments of participating Ministries will permit opportune adjustments to the level and type of USAID/TSP support required. Throughout USAID/TSP, practical approaches will be used, not elaborate processes or structures, to assist the Ministries to engage quickly, yet responsibly, in project identification and development.

To begin the process, the Ministers and their advisors will be enlisted to identify a core group of people from each Ministry to be trained in such areas as sectoral planning, project design, financial management, and project audits; and in specific operational

requirements of the Fund, such as handling of correspondence and registers, maintenance of project files, and the relationship between project approvals, reviews, and disbursements. These people will then serve as trainers to share the process with other ministry personnel. This “train-the-trainer” approach will demonstrate quick success in project identification and development and will create the professional skills necessary to make USAID/TSP development assistance sustainable.

Beginning a limited number of simple projects within the first seven months of the project will also deepen the tangible results of USAID/TSP assistance. This “quick impact” approach will generate visible results that engender a sense of common purpose in improving the lives of Equatoguineans. The pilot projects, moreover, will test the Fund procedures and link the Fund operations with the start of capacity building in the Ministries. As appropriate, ministry staff will be brought together in small working groups and larger venues to discuss concerns, share ideas and innovations about reviewing and monitoring the Fund projects, and provide feedback on the training and technical assistance they are receiving from USAID/TSP.

SUMMARY OF IMPLEMENTATION PHASE PLANNED ACTIVITIES

The Workplan (Annex 1) details tasks and milestones for accomplishing the key objectives in Years 1 and 2. The greatest emphasis has been placed on Year 1, the prime time to articulate the many elements of a successful plan for strengthening ministerial capacities, while at the same time planning and preparing the pipeline for FSD programs. Key components of this plan include:

- **Establishing and Legalizing the Organizational Structure of the Fund** The FSD is expected to be fully operational by June 2007, with the necessary legal documentation approved, procedural manuals drafted, Secretariat staff appointed and engaging in daily duties, the Administration Committee constituted, and the five Program Committees formed and convened with regular meetings scheduled.
- **Defining and Instituting Transparent Accounting and Auditing Systems** Reliable and transparent procedures for tracking the Fund resources—at all stages in the project cycle—are critical to success. The USAID/TSP Chief of Party and staff will continuously remind stakeholders of why these systems are necessary for sustainable success and legitimacy, and will reinforce this message through regular reports of internal procedural audits and external financial audits on the Fund resources.
- **Developing Social Projects that Address Sector Priorities** At the core of the FSD is the support of social projects that target key development priorities in the various social sectors. USAID/TSP, in collaboration with GREG officials, has identified the pressing priorities and will be expanding upon these with counterpart ministries to design effective projects for funding through a focused process of program development.
- **Building Ministry Capacity through Training and Use of Best Practices** A full-time USAID/TSP Training Coordinator, supported by substantial short-term technical assistance for training program design, delivery, and training of trainers, will ensure that ministry staff, Program Committee members, and other

stakeholders have the skills and knowledge required to carry on after USAID/TSP closure. Training in several forms: on-the-job, class courses, workshops, inter-ministerial exchanges, and “best practice” lectures/demonstrations will also be arranged by USAID/TSP for the purposes of strengthening the FSD as a legitimate organization.

- **Monitoring and Evaluation Systems to Manage Results** Continuous monitoring of project activities and adherence to USAID/TSP milestones will allow for proactive problem solving and programmatic adjustments before issues become serious. The USAID/TSP team will recommend and design a management information system appropriate to the needs of GREG to keep track of USAID/TSP’s programmatic and financial performance and to meet complex information, management, and monitoring needs.

IV. ORGANIZATIONAL STRUCTURE OF THE FUND

4.1 ORGANIZATION OF THE FUND

The proposed structure of the Fund follows that promoted in the BSR report. This structure appears to be able to adequately address the workflow demands on the Fund, while allowing for sufficient checks and balances to maintain the integrity of the initiative. There will be three levels of organization- Administration Committee, Secretariat, and Programs Committees. The addition of an Internal Audit Office is the only modification which is recommended. The organization chart included below illustrates this structure.

The Administration Committee will operate as the primary decision making body for the Fund. This includes authority over which social projects will be funded and ensuring the proper administration of The Fund's finances. Presided over by the President of the Republic of Equatorial Guinea, its membership shall also initially consist of a Vice President designated by the President of the Republic, the Ministers of the five social ministries and three experts of international repute appointed by the President of the Republic.

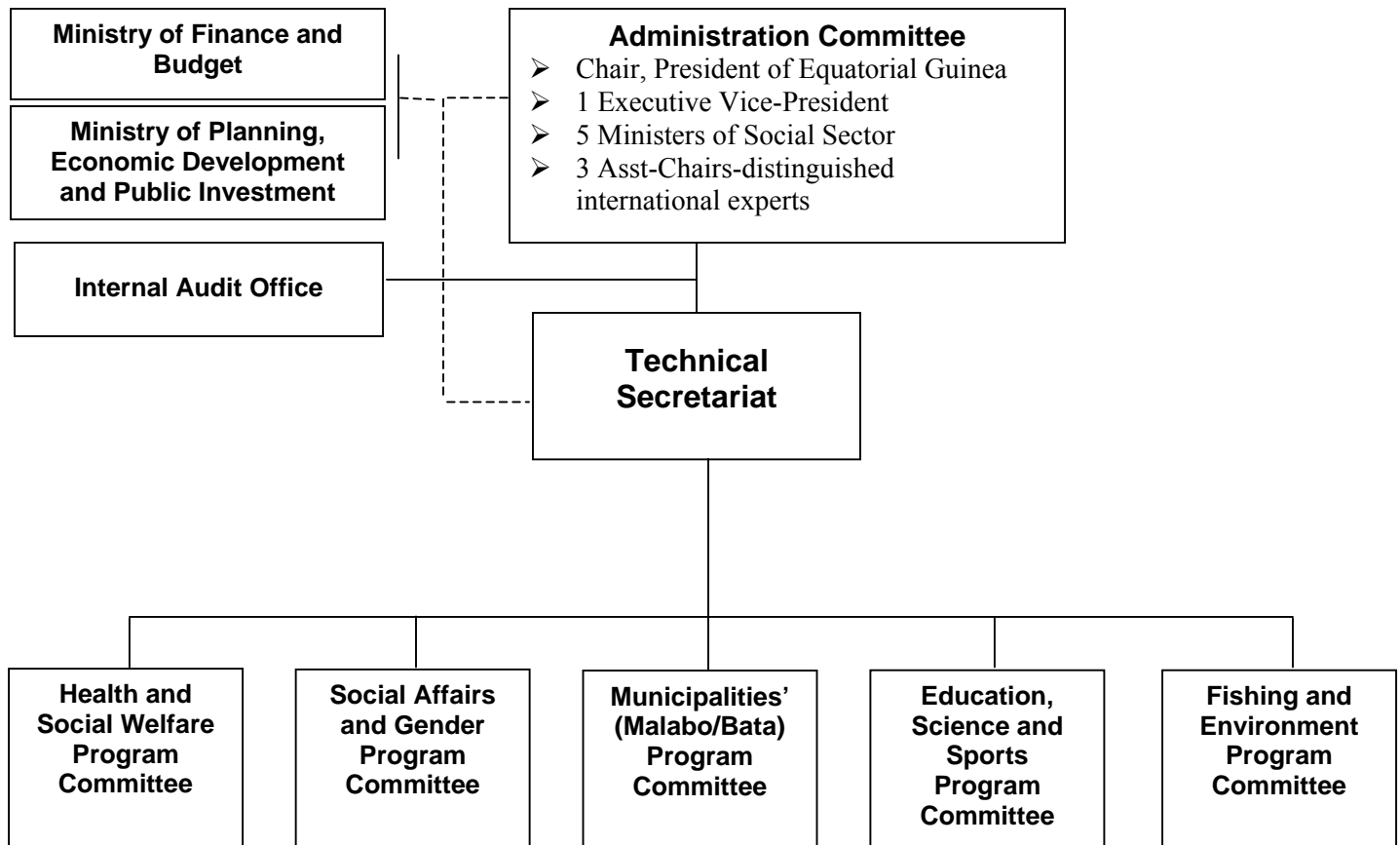
Directly reporting to the Administration Committee is the Internal Audit Office, whose main responsibility is to guarantee the appropriate internal functioning and operations of the FSD by assuring compliance with policy, procedures, norms and financial management agreed upon by the Administration Committee. All functional units that form a part of the FSD shall be subject to internal audits. The Internal Auditor is named by and reports to the Administration Committee, to whom he submits his reports. Effective internal audit within the Fund would be one of the first lines of defense against misuse and/or mismanagement of public funds. It must be based on a sound internal control environment, and not seen as a substitute for one.

Daily administration of the Fund will be the responsibility of the Secretariat. An autonomous organization, the Secretariat will report directly to the Administration Committee. Under the guidance of two international advisors, the Secretariat will organize and prepare social projects which are to be considered for funding, track the Fund expenditures, coordinate the availability of information regarding the Fund to the public, and monitor the results obtained by funded projects. The professional staff of the Secretariat will consist of an Executive Secretary, Program Manager, and Finance Manager. These positions are to be filled by officials of the GREG.

The last layer of the Fund is the Programs Committees. Established by the line Ministers, experts will be drawn from the social sectors, from both inside and outside the GREG,

and tasked with the elaboration and sectoral control of social projects. The line Ministers shall act as Presidents of each Program Committee in their respective ministries.

FIGURE 1: ORGANIZATIONAL STRUCTURE OF THE FSD



4.2 TENTATIVE LIST OF APPOINTMENTS TO THE FUND

After consultations with GREG officials, USAID/TSP recommends that the individuals identified below are appointed to membership status at the Administration Committee level representing the GREG. The President of the Republic of Equatorial Guinea, S.E. Sr. D. Obiang Nguema Mbasogo will preside over the Committee. The Prime Minister, Excmo. Sr. D. Ricardo Mangué Obama Nfube, will serve as the Vice President of the Administration Committee which is composed of the line Ministers in the social sector as follows:

- Minister of Health and Social Welfare, Excmo. Sr. D. Antonio Martín Ndong Nchuchuma
- Minister of Education, Science and Sports, Excmo. Sr. D. Cristóbal Mañana Ela.
- Minister of Social Affairs and Women's Rights, Excma. Sra. Dña Eulalia Envo Bela.
- Minister of Fishing and Environment, Excmo. Sr. D. Antonio Martín Ndong Nchuchuma.
- Minister of the Interior and Local Corporations, Excmo. Sr. D. Clemente Engonga Nguema Onguene.

The Administration Committee should also include the Ministers from the two designated support ministries:

- Minister of Finance and Budget, Excmo. Sr. D. Marcelino Owono Edú.
- Minister of Planning, Economic Development and Public Investment, Excmo. Sr. D. José Ela Oyana.

In addition, the Administration Committee will include three international members to be approved by the President of the Republic of Equatorial Guinea. Efforts are currently underway to identify appropriate candidates to be nominated by USAID/TSP for consideration as Administration Committee members. It is anticipated that this process will be concluded in early 2007.

At the level of Secretariat, TSP recommends that Excmo. Sr. D. Salvador Mangué Ayangono, Vice Minister of Public Functions and Administrative Planning, serve as Executive Secretary. Candidates for the two other positions inside the Secretariat have not been identified by the GREG to USAID/TSP.

4.3 LEGAL AND POLICY FRAMEWORK

The establishment and operation of the Fund has been decreed by the President of the GREG. Decree 120/2005 of July 4, 2005 was issued shortly after the acceptance of the BSR report by the GREG and opened the door for the MOU with US Government. Since the mobilization of USAID/TSP

technical assistance team, a more expansive decree and associated by-laws were drafted and presented to the GREG. These two documents form the legal backbone for the Fund and are appended to this plan in Annex 4.

The resolutions of the Administration Committee shall only be changed, modified or annulled on the basis of the same procedures as were used to approve them originally. It will be the right of the Administration Committee to draft as many rules and instructions as it determines necessary for the establishment of the organizational structure required by the approved by-laws.

V. BUDGET AND FINANCIAL REPORTING FOR THE FUND

Improved governance of GREG financial resources is at the root of the design and implementation of The Fund. Fiscal transparency is a major indicator of good governance. Integration of fiscal transparency leads to better-informed public debate, creates a level of accountability in government, strengthens credibility of public officials, and increases public understanding of government policies.

5.1 EXISTING GOVERNMENT BUDGET PROCESS

5.1.1 BUDGET PREPARATION

Three ministries are actively involved in the annual budgeting process for recurrent costs, investment costs, and revenue projections. The Budget Directorate in the Ministry of Finance and Budget (MFB) has overall responsibility for the preparation of the budget, but primary control over the recurrent budget. The investment budget is based on the Public Investment Program (PIP) prepared by the Ministry of Planning, Economic Development and Public Investment (MPD). The Ministry of Mines, Industry, and Energy (MMIE) and GEPetrol, the national oil company, play a key role in the programming and forecasting of oil revenues. Thus, in effect, each Ministry is responsible for a section of the budget without effective overall coordination.

Budget Preparation Timeline

1. March- Ministries receive procedural instructions. Have 45 days to submit budget proposals.
2. June- MFB conducts negotiations with each Ministry on proposals
3. August- Proposals consolidated and sent to Council of Ministers
4. October- Proposals approved.
5. January- New budgets effective for the year.

Budgeting Recurrent Expenditures

Expenditure allocation from the previous budget is accepted as a baseline, and Ministers only need to justify proposed expenditure increases. During negotiations between each Ministry and the MFB, discussions concentrate only on deviations from the baseline. Any disagreements are discussed at the Council of Ministers where the budget is presented. Ministers may also raise new expenditure claims at this time. Disagreements are settled by the Prime Minister or by the President of the Republic.

Budgeting Investment Costs

Preparation of the investment budget follows a parallel path with no significant involvement of the MFB. The three-year, rolling PIP is prepared without an explicit ceiling from the MFB for the coming fiscal year. Line ministries prepare and present their investment projects to the MPD, where they are evaluated and included in the PIP. Once the MPD has aggregated all approved investment projects, it sends the PIP to the Budget Directorate, where the first year is included as the investment budget and sent to the Council of Ministers

for discussion, without questioning the overall level of investment, the priorities it expresses, or its medium-term financial implications (i.e., in terms of medium-term programming or associated new recurrent expenditure). If it has not been received on time, the Budget Directorate sends its own estimation to the Council of Ministers. Again, Ministers can make new claims on resources at this stage on which the President of the Republic holds the final decision. Once approved by the Council of Ministers and the President of the Republic, the investment budget is incorporated into the budget bill by the Budget Directorate as a single global appropriation (Article 10 of the Budget Law for 2005).

5.1.2 BUDGET EXECUTION

The Public Finance Law defines various responsibilities in the budget execution process for spending agencies and Ministries, the MFB, different Directorates of this Ministry, and the Head of State or his delegate as *Ordenador*. The normal process for expenditure begins with Ministries and agencies making claims for resources to the MFB, where the Directorate of Financial Control verifies the existence of appropriations for the expense in the budget. If appropriations are available, the MFB sends the payment claim for approval to the *Ordenador Principal* (President of the Republic) if it exceeds 1 million CFA (approximately \$2,000) or to the *Ordenador Secundario* (Prime Minister) if it does not reach this threshold. If the expense is approved at this stage, the payment order is sent to the Treasury, where the funds are released by check directly to the payee designated by the Ministry or agency responsible for the expenditure, and the expenditure is recorded on a cash basis by the Treasury and informed to the Budget Directorate.

A significant number of exceptions to the normal process are provided for under the Public Finance Law. It is not uncommon for payment claims to be made for commitments incurred by Ministries or agencies for which there are insufficient or no appropriations due to a lack of control at the level of commitments. In such cases, if the activity is deemed of high priority or it has already been contracted for, spending is authorized on the basis of supplementary legislative or administrative procedures. According to the Public Finance Law, Legislative approval should be obtained in such cases before the funds are drawn. Because Parliament convenes only twice a year, the common practice is to wait only for administrative approval of the expense and obtain parliamentary approval on an ex-post basis.

The Public Finance Law and the Annual Budget Law also provide for administrative flexibility in expenditure management. According to the Public Finance Law, the Council of Ministers can wire appropriations through a decree that is ratified ex post by Parliament. On the other hand, although the Public Finance Law requires allocations to be made at the level of chapters and specific spending units, it also authorizes global appropriations for expenditures that arise from unforeseen circumstances or could not be specifically allocated during the budget preparation process, and authorizes the Minister of Finance and Budget to allocate these resources during the

fiscal year. The size of these appropriations, apparently designed as a contingency reserve, have no explicit legal limitation.

5.2 APPLYING EXISTING BUDGET PRACTICES TO FSD OPERATIONS

There are two options in regard to budget practices for social investment funds- accounting or virtual funds or institutional. Depending on the option selected by the GREG, the operations of the Fund will adjust accordingly.

Currently, the GREG's budget practice is in line with accounting or virtual funds. These are constructed for accounting purposes only. Program or expenditure items in the budget identified as poverty reducing are tagged and monitored in overall budget implementation. Fund resources are held centrally in consolidated fund accounts or sub-accounts and are fully on budget. Resource allocation occurs during the general budget process, within the general macroeconomic framework, allowing normal planning of medium term cost implications. Programs financed by social investment funds are implemented by line ministries, local governments or contracted out. Execution and annual audits of social investment fund accounts occur through normal government procedures, though some additional requirements such as civil society monitoring. Virtual social investment funds, like general public expenditure systems, should have a classification and a timely reporting system.

In contrast, institutional social investment funds are autonomous institutions where revenues are set-aside in a separate account, with expenditures occurring outside a country's normal budget execution and reporting system, subject to different reporting and accountability standards. Arguments in favor of institutional social investment funds are: linking poverty-related work; satisfy donors' objectives of identifying financial resource flows and tracking project output, particularly when existing governmental program and financial management capacity is weak; and, in some cases, to increase donor involvement. Institutional funds may also be used to assure resources for operations. However, there are important counter arguments. First, creating institutional social investment funds could, in many cases, undermine the significant progress already achieved towards comprehensive budgets. If institutional funds have autonomous (financial and governance) structures, there may be a risk of both duplication in poverty reduction efforts and loss of control over financial resources. In countries where institutional funds are used, these risks can be reduced if financing of the fund appears on budget. Funds that have their own bank accounts should be subject to adequate reporting requirements.

USAID/TSP has discussed these two options with the GREG and has recommended that the Fund adapt the institutional model for budget management. If this recommendation is accepted, the Fund will have significant discretion to set rules and procedures that may or may not be completely similar to existing budget preparation, execution and reporting practices. This opens the possibility to incorporate a significant degree of best practice in the budget preparation, execution and reporting of the Fund

operations. In anticipation of the acceptance of this recommendation, the proceeding sections related to budget preparation and project development incorporate procedures compatible with this approach.

5.3 RECOMMENDATIONS FOR BUDGET PREPARATION, EXECUTION AND REPORTING FOR THE FSD

Incorporating transparent and accountable procedures is crucial for establishing the legitimacy of the FSD. Managing a budget process tied to the strategic priorities for the FSD will clearly justify anticipated costs with approved social priorities for each participating ministry. In addition, applying international accounting standards to the execution of expenditures and reporting for the FSD and social projects will contribute further to the legitimacy of the fund operations. While the FSD will operate within the existing framework of the GREG's public finance laws, the following considerations must be made specific to the budgeting, execution, and reporting of Fund costs.

5.3.1 FINANCIAL MANAGEMENT OF THE FSD

The Secretariat is responsible for the overall financial management of the FSD. In order to ensure proper financial control and ability to effectively manage the cash needs of the social projects consideration must be made for the establishment and integration of the following procedures into normal business practice of the FSD.

- Establishment of a unified process of budgeting for capital and current expenditures. Recurrent costs should be considered over a three-year period with operating and maintenance costs of capital projects explicitly taken into account, as well as priority areas for current spending. To enact this recommendation, the Secretariat must have agreement with the Ministries of Finance and Planning on a common funding agenda of recurrent expenditures for projects approved under the FSD.
- Application of a basic functional classification of expenditure to identify allocation priorities in the PIP and investment budget and track paid costs relative to strategic objectives, particularly poverty reduction. An agreement between the Secretariat and the Ministry of Finance on a common budget classification will be required.
- Formalized priority setting process that includes analyzing projects and clear linkages to the stated objectives of infrastructure development and poverty reduction. This recommendation requires an agreement between the Secretariat and the Ministry of Planning on common guidelines for preparing capital investments.
- Use of an integrated accounting system which provides a reliable basis for assessing payment arrears will be implemented.
- Reconciliation of final accounts with requests for budget appropriations.

5.3.2 BUDGETING AND EXECUTION FOR SOCIAL PROJECTS

Responsible financial management of the Fund requires consistent budgeting and execution procedures at the level of the social projects. Ministries will be in control of ensuring proper costs are estimated for proposed social projects. Additionally, the smooth implementation of activities will require a consistent cash flow for reasonable and allowable payments. Two recommendations follow which address financial management at the project level.

- Identification of social priorities in each of the targeted areas (health, education, women's affairs, and water and sanitation and garbage collection) by the respective Program Committee. Decisions must take into account existing budgetary resources.
- Establishment of a dedicated account for the FSD. Social projects will be funded from this treasury account managed by the Secretariat for effective cash management and planning. The establishment and responsibility of managing this account must be approved by the Administration Committee.

5.3.3. REPORTING ON THE FSD AND SOCIAL PROJECTS

Audits and regular financial reports are central to effective monitoring of budgets and costs. The Secretariat will draw on these tools to ensure the transparent and accountable use of the FSD expenditures for presentation to the Administrative Committee as requested. Recommendations for content and timing of financial reports and audits are outlined below.

- Quarterly financial and project reviews by the Secretariat of each project under contract with both financial and progress reports. Copies of reports will be made available to the Ministries of Finance and Planning, and summaries to members of the Administration Committee.
- Annual financial and project audits will be carried out by an external agency to review both financial accountability and project effectiveness. This audit will be coordinated by the Secretariat in close contact with the relevant Ministry. Copies of reports will be submitted to the Administration Committee and will be publicly available.
- Mid-year cash accounting reports supplemented by accounts-based reports of bills due for payment to assess arrears. Budget data will be reported on a gross basis, distinguishing between revenue and expenditure, with expenditure classified by economic, functional, and administrative category. Data on extra-budgetary activities must be reported on the same basis. Reporting will be presented to the legislature bi-annually.
- Regular internal audits conducted by the Fund of budget execution and accounting. The existence and effectiveness of internal audit should be

assured by internal audit procedures that are clearly described in a way that is accessible to the public, and that the effectiveness of these procedures should be open to review by the external auditors.

5.4 ADOPTION OF A CODE OF FISCAL TRANSPARENCY

In addition to the recommendations presented in the previous subsection, TSP recommends that a Code of Fiscal Transparency be approved and adopted by the Administration Committee for the FSD. This code, included in the entirety as Annex 5, is based on four key principles of fiscal transparency and will contribute to the ability of the Secretariat to efficiently manage the financial portion of the operations of the FSD. The following summary highlights the organizational structure of the Code.

- **Clarity of Roles and Responsibilities** The structure and functions of FSD will be clearly specified. An institutional table will be published showing the structure of the Fund. Relations between the Fund and the government and non-government public sector agencies (i.e., the Central Bank, public financial institutions, and non-financial public enterprises) will be clearly described and followed.
- **Open Budget Preparation, Execution, and Reporting** The annual budget of the Fund must be prepared and presented within a comprehensive and consistent spending framework, with documentation supporting the main assumptions underlying the budget. Guidelines for reporting, auditing, and cost accounting will be clearly described and implemented.
- **Public Availability of Information** The publication of fiscal information must be a legal obligation of the Fund. Budget documentation, final accounts, and other fiscal reports for the public will cover all budgetary and extra-budgetary activities of FSD.
- **Assurances of Integrity** Reference must be made in the annual budget and final accounts to indicate the accounting basis and the recognized or generally accepted accounting standards that are followed (e.g., International Public Sector Accounting Standards). This includes providing specific assurances as to the quality of fiscal data. In particular, indicating whether data in fiscal reports are internally consistent and have been reconciled with relevant data from other sources

VI. PROCEDURES FOR PROJECT DEVELOPMENT AND APPROVAL

This section addresses the core function of the FSD- the development and approval of social projects that address strategic, priority concerns related to one or more of the participating ministries. The identification, appraisal, and design phase of a project's development is composed of a series of stages and decision points leading to either inception or rejection of the project. A methodical process, each step must be completed based upon standardized procedures that ensure the transparency and quality of the project design and implementation across each Ministry participating in the FSD. At every stage in the process described below and illustrated in Figure 2, TSP advisors and appropriate short-term technical assistance will provide capacity-building assistance by working hand-in-hand with relevant government officials in the relevant Ministries to provide guidance and training and enhance coordination and inter-Ministerial information-sharing on the social projects.

6.1 PHASES OF PROJECT DEVELOPMENT AND APPROVAL FOR THE FSD

6.1.1 PROJECT IDENTIFICATION AND DEFINITION PHASE

Public policy makers frequently start the project process with an idea of the nature of the output and the economic and social benefits that are expected from the investment. This idea is generated on the basis of knowledge and understanding of a certain social sector and may or not be based on actual needs of the intended beneficiaries. Thus, this phase is the point at which an idea is determined to be a good idea which merits further development.

Each idea must be subjected to a set of guidelines which will facilitate the decision-making process to proceed with project development. The structure of these guidelines, or checklist, must include, but is not limited to, the following components:

- Specific types of activities which the final project design will develop;
- Demand for the goods or services expected from the project. If there is weak evidence of significant demand for the project, then it may not warrant the expenditures required to undertake a pre-feasibility analysis. A similar justification should be made in the case of projects whose output is primarily social in nature. In this case, the existing evidence should be presented to indicate the relative need for this

social service as compared to others that are competing for the same financial resources;

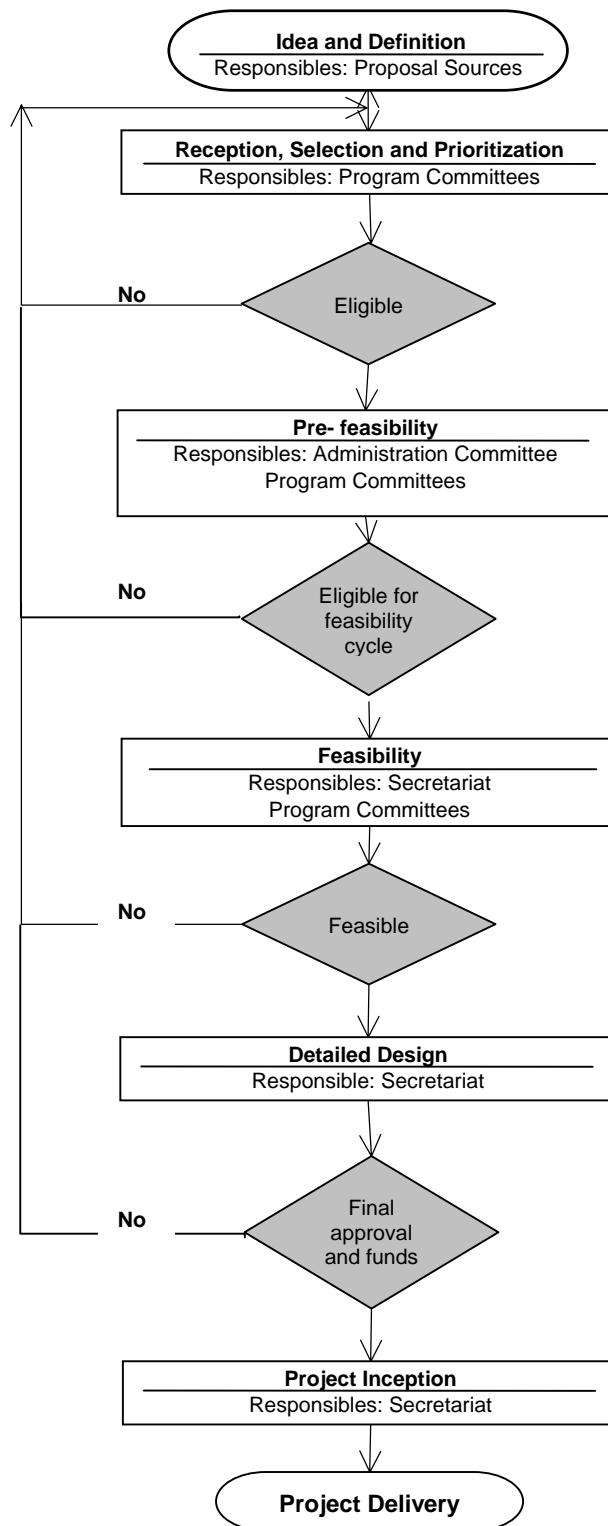
- Consideration as to whether the particular government agency that is sponsoring the project is the appropriate one to implement the activity. The individual designing the project must be able to identify the strategic relevance of the activity to their ministry's development plan; and
- Identification of the budget line item through which the project would be funded. There should be sufficient funds available, or projected to be made available, to implement and operate the facility or project.

Careful completion of the project definition stage and honest analysis of the findings will serve as the basis for proceeding to the next step. Provided that the project still appears to have potential after this initial assessment, a pre-feasibility study must be scheduled and authorized. The results of this step must be saved as supporting documentation for the decision to advance the project development process.

Applied to the FSD, completion of this phase requires that the Program Committees take into account existing budgetary resources, social priorities in each of the targeted areas, drawing initially from those priorities outlined by the Social Needs Assessment prepared by BSR and supplemented by further priorities identified by the individual Ministries themselves and described in Section 7 of this plan.

Proposals that pass this stage must be prepared in an acceptable format and submitted to the Secretariat for review. Proposal packets will be presented to the Administration Committee for consideration and approval to proceed with project development. If a proposal does not receive approval of the Administration Committee at this stage, it may not continue in the development cycle detailed below.

FIGURE 2: STAGES IN PROJECT DEVELOPMENT AND APPROVAL



6.1.2 PRE-FEASIBILITY STUDY AND ANALYSIS

The pre-feasibility study is the first opportunity to examine the overall impact of the proposed project. The purpose of this step is to obtain estimates that realistically reflect the right order of magnitude of the variables which will influence the results of the proposed project. In undertaking this appraisal, a consistent methodology is essential in order to maintain an acceptable level of accuracy in order to coherently argue the value of continuing with a more detailed design. Whenever possible, the pre-feasibility study should utilize secondary research.

Seven different areas must be covered by the pre-feasibility study for all public sector projects, unless otherwise indicated, to be certain that proposed projects are viable. These areas can be summarized as follows:

- **Marketing/Demand module:** Demand for the goods and services, and prices, and relative need of social services are estimated, quantified, and justified.
- **Technical/Engineering module:** Input parameters of the project are specified in detail and cost estimates developed.
- **Manpower/Administrative Support module:** Required manpower is specified for the implementation as well as the operation of the project and sources of manpower identified and quantified.
- **Financial/Budget module:** Financial expenditures and revenues are evaluated along with an assessment of the alternative methods of financing.
- **Economics module:** Project's costs and benefits are appraised from the viewpoint of the economy and economic adjustments are made to the financial data as necessary.
- **Environmental module:** All projects financed by the FSD will be subject to a complete environmental assessment to determine the project's impact on the environment. Projects must be designed to limit the negative impact on the local and national environment.
- **Social module:** Appraisal of the social costs of implementation from the point of view of who receives the benefits and who pays the costs. Where possible, the information should be quantified to determine how much each of these groups benefits or pays.

Gathering data against a clear methodology is a critical factor in the conduct of the pre-feasibility phase. It is recommended that variables' estimates, which are clearly biased in one direction, are more valuable than mean estimates of the variables, which are only known with significant uncertainty. Thus, in order to avoid acceptance of projects based on overly optimistic estimates of benefits and costs, the pre-feasibility analysis should use

estimates that tend to bias downward for the benefits and bias upward for the costs.

After completing all the modules of the pre-feasibility study, the findings must be reviewed in order to determine whether the project shows promise of meeting the financial, economic, and social criteria that the government has set for investment expenditures. A sensitivity analysis must be made on the project to identify the key variables which determine its outcome.

In the case that the Ministry developing the project is not able to undertake the pre-feasibility study itself due to resource limitations, then the initial project-definition activity may be used in order to prepare the terms of reference for another agency or outside consultants to complete the pre-feasibility analysis.

6.1.3 FEASIBILITY STUDY PHASE

For those projects which the pre-feasibility study indicates have merit, a more intensive feasibility study is required. The function of the feasibility stage of an appraisal is to improve the accuracy of the measures of key variables if the project indicates it has the potential for success. In order to improve the accuracy, more primary research will have to be undertaken and perhaps a second opinion sought on other variables.

At the end of this stage the most important decision must be made. It is much more difficult to stop a poorly conceived project after the detailed and expensive design work has been carried out. Once sizable resources have been committed to prepare the detailed technical and financial design of a project, it is extremely costly for a government to cancel a project.

6.1.4 DETAILED DESIGN PHASE

Upon the completion of the Feasibility Study, the next step is to develop the detailed project design. Preliminary design criteria must be established when the project is identified and appraised, but usually expenditures on detailed technical specifications are not warranted at this time. It is at this stage where extensive planning occurs resulting in the development of an operational plan of action.

Tasks that must be completed during the design phase are time-consuming, but crucial to the overall success of a project. Components that are addressed during this phase include, but are not limited to:

- Clear statement of purpose, expected results, and indicators for success.
- Establishment of the basic programs, allocation of tasks, and determination of resources required to meet project objectives.
- Determination of technical expertise and skills, as well as level of effort to complete the proposed activities.

- Drawing up of blueprints and specifications for construction of facilities and equipment, if required
- Schedules and preparation of contingency plans.
- Preparation of a line item budget for estimated implementation costs.

When this process is completed, the project is again reviewed to see whether it still meets the criteria for approval and implementation. If it does not, then the result must be passed on for consideration to the appropriate authorities for final disapproval or rejection.

6.1.5 IMPLEMENTATION PHASE

With an approved design, a project enters into the implementation phase. Implementation of the project involves the coordination and allocation of resources to make the project operational. The responsibility for these tasks rests with a Project Manager appointed by the appropriate Ministry. Specifically, a Project Manager will manage the following types of activities for the implementation of a project:

- Public solicitation of proposals to complete the approved design.
- Completion of negotiations to finalize the conditions for financing and the formal approval of the project. The formal approval will require the acceptance of funding proposals and agreement on contract documents, including tenders and other contracts requiring the commitment of resources.
- Proper planning to ensure that undue delays do not occur and proper administration procedures are followed for the smooth coordination of the activities required for the implementation of the project.
- Allocation of tasks to groups within the organization and decisions regarding the procurement of equipment, resources and manpower.
- Reporting regularly to appropriate individuals/organizations.

When the project nears completion, preparation must be made for phasing out of the project implementation phase and preparation for the handing over of the new operational administration must be completed. The project completion will necessitate a scaling down and dismantling of the project organization. As the project becomes operational it is essential that the skills, plans and controlling organization be available to carry on with the function of the project in order to avoid excessive start up costs which can easily determine the overall success or failure of the project.

6.1.6 MONITORING AND EVALUATION

Monitoring and evaluation of an approved project is essential for determining the effectiveness of an investment and for assessing the utility of future investments. An on-going endeavor, proper monitoring and evaluation

requires an early determination of the indicators for success and a plan for monitoring changes in those indicators over time.

There are various forms of monitoring and evaluating a project which may be used. The most comprehensive information is obtained through a combination of the following mechanisms:

- Field visits carried out by the technical team.
- Regular progress reports to ensure proper documentation on the achievement of results.
- Performance monitoring plans to track indicators over time for specific activities.
- Following a completion of a project, an audit and external evaluation should be conducted to measure its outcomes against the original objectives.

The managers of the project must be made aware that every project will be evaluated over the course of the period of performance. Constant monitoring enables project managers to determine when changes must occur in programming in order to maximize the results and resources for activities. In order that this review of the strengths and weaknesses of implemented projects be of the maximum value to both policy makers and project analysts, it is important that some degree of continuity of personnel be maintained within the government's project evaluation teams over the life of the project.

For projects funded through the FSD, a financial and project review by the Program and Finance Managers serving on the Secretariat with both financial and progress reports will be conducted on a quarterly basis as part of the monitoring. Copies of these reports will be supplied to the Ministries of Finance and Planning, and summaries to members of the Administration Committee. In addition, when a project is completed, a Final Financial and Project Report will be prepared by the project implementer, reviewed by officials in the relevant Ministry, and then submitted through the Secretariat to the Administration Committee.

6.2 ENVIRONMENTAL GUIDELINES FOR THE FSD

Addressing the environmental issues that matter most to the poor is critical to achieving sustained poverty reduction. Developing countries are already experiencing environmental degradation and exhaustion of environmental resources that are vital to long-term development. Without a greater focus on the environmental impact caused by development efforts, direct and indirect resulting problems will erode the long term sustainability of poverty reduction measures.

Social projects supported through the FSD are to follow a “do-no-harm” principle such that a positive impact shall not be offset by a negative environmental footprint which may reduce the benefit of the investment in the

long term. While Equatorial Guinea currently does not have strict guidelines on environmental assessments as a prerequisite for project development and implementation, the social nature and responsibility of the FSD obligates this step in project design be considered as an important factor in the decision for project funding.

6.2.1 OBJECTIVES OF SCREENING

An environmental screening is completed for three primary reasons:

- Identify environmental risks associated with the intervention and determine appropriate action is taken to manage the environmental impact.
- Certify project development that does not create other social problems in the long term, such as negative effects to water supply and water quality, or increased flooding due to deforestation of watersheds.
- Ensure that the proposed activities are consistent with environmental policy at the national and international level.

6.2.2 APPLICATION AND RESPONSIBILITY FOR COMPLETION

Environmental appraisal is not a single action but an ongoing process that takes place throughout a project or program cycle. Environmental issues should be taken into consideration during identification, design and appraisal, and also during implementation, review and evaluation. TSP recommended guidelines focus on the initial official environmental screening, which must be done during the pre-feasibility phase of project development. These procedures in this guide must be applied to all the Fund interventions, including jointly funded initiatives.

The Program Committees will be responsible for ensuring that the appropriate level of environmental assessment is completed prior to advancing a project's development. In addition, any actions that are recommended by the environmental assessment are to be reflected in the report along with a framework to address and reduce anticipated environmental impacts. Environmental reports will be submitted to the Secretariat as required documentation prior to the release of funds.

6.2.3 CONSIDERATIONS FOR CONDUCTING ENVIRONMENTAL ASSESSMENTS

Responsible project design and implementation in regards to the environment will be achieved if the Project Officer ensures that the following aspects of a successful and comprehensive environmental assessment are included:

- **Timing of assessment is critical.** Screening should go hand in hand with project concept development. This way environmental opportunities and risks can be integrated and accounted for into

subsequent design stages, rather than being brought in at the last minute and risking project cancellation.

- **Indirect effects are neither obvious nor immediate.** Some important environmental effects may be secondary or indirect – for example changes in government policy on taxation may have far-reaching but not immediately obvious environmental implications. Indirect effects can often result from social responses to a change in lifestyle or opportunity created by a project, for example forest encroachment due to the access provided by a new road.
- **Existing causes of environmental change may be exacerbated.** Underlying causes of change may include: increased environmental hazards; market failure; perverse policies; weak institutions; unclear property rights; and inadequate knowledge.
- **Genders use and are impacted by the environment differently.** Women living in rural areas are often more vulnerable to environmental degradation – because of existing inequality in access to land, natural and productive resources, training, credit, and development programs. Women in urban and in low-income areas can be particularly vulnerable to environmental risks in the home and the workplace.
- **Consider impacts on different social groups.** Different groups in society feel positive and negative impacts of environmental issues differently. Varying socio-economic circumstances mean that there are winners and losers. Screening is the start of the process, not the end. Key results from all stages of environmental appraisal must be integrated into project or program cycle management.
- **Monitor environmental impacts over long term.** A monitoring program should be presented as part of a broader environmental management plan, which is used to guide implementation of the project, and which would include: significant environmental risks and uncertainties; applicable environmental legislation and standards; mitigation measures (including in-country institutional support); monitoring program; resources and funds required for environmental management; contractual and management arrangements; and consultation and participation arrangements.

6.2.4 LEVELS OF ENVIRONMENTAL ASSESSMENT

TSP recommends that two levels of environmental assessments be adopted by the FSD. The first level, an environmental analysis, serves as a basic checklist and report for determining the amount of risk to the environment a proposed project is likely to cause. Should it be determined on the basis of this initial analysis that significant risks are expected, a second, more detailed environmental impact analysis would be required. Templates for conducting all levels of environmental assessment will be drafted for approval and use by the FSD.

Environmental analysis

This is the most frequently used level of study. Environmental analysis can take the same approach as an environmental impact assessment (see below)

but either at a lower level of detail or more narrowly focused on specific concerns. The term is commonly used to cover field studies of individual issues and environmental inputs to design activities. These may result in the preparation of an environmental annex (for the project memorandum) for the proposed initiative. The objective of environmental analysis is to enhance benefits, as much as to solve potential problems. The resulting recommendations may include action at a strategic level (e.g. through changes in national policy) as well as at the program or project level.

Environmental Impact Assessment (EIA)

An environmental impact assessment (EIA) is a multidisciplinary, comprehensive and detailed study of the expected significant interactions between a proposed development and the environment within which it is to be implemented. An EIA is the appropriate environmental appraisal tool to use for major development projects – and, to a lesser extent, multi-project programs – and so would not often be applied to Fund initiatives. However, where the Fund provides technical assistance to support infrastructure developments financed by other agencies, an EIA must be undertaken.

An EIA will usually be undertaken under the auspices of the national government. Most partner countries have statutory environmental standards or advisory guidelines that must be applied to development interventions. In the absence of such standards, The Fund's approach is to develop specific standards with the Government, which take into account local environmental conditions, costs of compliance, obligations under international law, etc. Publication of the EIA is the responsibility of the governments, in accordance with their own legislation.

An EIA can only be undertaken at the planning or early design stage of an intervention and should be initiated as early as possible. As a multidisciplinary study, it will require a team which might include economists and sociologists as well as environmental experts. The resources needed for an EIA depend on its nature and location, but may be as significant as 1% of total implementation costs. Yet, this cost upfront can far outweigh the costs to clean up or halt a project that is causing severe environmental damage.

VII. SECTORAL PRIORITIES AND INITIAL PROJECT CONCEPTS

The selection, design, and implementation of social projects are at the core of the USAID/TSP program. USAID/TSP's approach to capacity building the partner Ministries involves using the social projects as a learning tool, thus the identification of relatively simple and straightforward projects to begin with is crucial to the ability of technical advisors to use positive results as a motivational tool. This also implies the application of less rigorous methodologies and procedures during the first year, and gradually working up to higher standards as the capacities and proficiencies of project management cycle are increased. The quick launching of projects will significantly advance the legitimacy of the FSD and the commitment of the GREG to the process. There is substantial pressure on USAID/TSP to begin to deliver social projects from both the GREG and the US Embassy to bring visibility to the Fund. However, expectations must be carefully managed in light of the minimal capacity on the part of GREG to actually manage social projects effectively.

Both the Design Team and the long term Implementation Team spent considerable time during the reporting period to develop a list of priority projects that are reasonable in the country context and from a sequential development perspective. This was done through three types of activities. The first was the most direct approach, consulting with Ministers and *célula* members about the priority projects for their specific social area. The majority of Ministries were able to put ideas, or at least priority areas forward for consideration. As preparation for discussions with the Ministers and *célula* members, the TSP team members reviewed the list of possible activities proposed under the BSR report. Finally, the Advisors held discussions with donors and private sector representatives to learn about existing and planned donor-funded activities, as well as hear an assessment of lessons learned of previous social projects.

The priorities and proposed social projects for development have all been discussed and presented to the GREG since the arrival of the Design Team. As a result of a collaborative process, the information provided in this section accurately represents the current basket of projects for consideration and design for the purposes of creating a pipeline of projects to receive FSD support over the next two years.

7.1 SOCIAL PRIORITIES FOR THE MINISTRY OF EDUCATION, SCIENCE, AND SPORTS

Since the completion of the BSR report over two years ago, many of the conditions mentioned in the assessment still exist and constitute the most pressing of educational priorities. In order to further update these findings

and determine the extent of the attention being given by the Ministry of Education, Science and Sports (MinECD) to these and other areas in the sector, the education *célula* members extended their work on determining the actual education priorities in 2006-2007 by focusing the analysis on the projects delineated in the report. Furthermore, the *célula* members were guided by the instructions and justifications formally presented by the Minister of Education, Science and Sports and also by first-hand information garnered through site visits and observations by one or more of the team members, generally conducting the visits together and jointly analyzing the findings. The results of this analysis concluded that the following were the top priorities for the MinECD.

- **Improving the school teaching-learning environment** through enhancing the infrastructure of the school-community educational centers across the nation was revealed as essential. The nation requires vastly enhanced settings to make education centers attractive to both students and educators and for purposeful learning to take place.
- **Increasing teacher capacity and training** needed to impart both basic teaching skills as well as empirical knowledge of various subjects. This need extended from the level of primary schools, where more than half of the teacher corps does not have the minimal education required by law, to the national university, where professors do not have the applied skills needed to teach technical disciplines based on any type of primary data collection method.
- **Developing culturally appropriate curriculum and the capacity to provide ongoing curriculum support**, for all grade levels was indicated as another high-level priority. As the only Spanish-speaking enclave in Africa, Equatorial Guinea is not only culturally isolated, but also cannot borrow from the extensive experience and curriculum potentially available through English and French speaking neighbors, a situation that leaves most schools without any textbooks at all.
- **Providing vocational training and advanced learning centers for professional development** needed to sustain economic development in the oil sector and secondary economy. The skill shortage also contributes to the near-total absence of productive sectors such as agriculture or manufacturing, the presence of which would contribute materially to controlling the skyrocketing costs for basic goods that has resulted from the petroleum sector boom.

Concepts for Social Project Development

Based on the stated priorities, the Ministry of Education, Science and Sports officials identified eleven initial social project concepts to consider for development with support by the FSD. The ideas are proposed after close consideration was given to the proposals from the BSR assessment and the on-going and planned activities of other donors and private organizations active in the improvement of the education sector for Equatorial Guinea.

célula members have attempted to identify projects that could be considered as (a) immediate, (b) medium and (c) long-term. An example of a medium or intermediate-term project could be that of rehabilitation of the infrastructure of individual or even “packets” of a dozen or more schools. There are many medium type projects that, of course, could extend to long-term ones depending on the actual conditions and needs to be addressed. One such project or set of projects could be the improvement of the parent-teacher association in a particular school community, regionally or nationally. Another potentially long-term project in the education sector might very well be in the area of vocational and technical training.

- Renovation of the “*Colegio Nacional Enrique Nvó Okenve*” in Malabo
- Renovation of the “*Instituto Nacional de Educación Media Republica Argentina*”
- Reconditioning of the “*Colegio Nacional Enrique Nvó Okenve*” in Bata
- Renovation of the “*Colegio Nacional Acacio Mene Ela*”
- Capacity Building Support for the Education Advisors
- Capacity Building for the Higher Technology Institute at Bata and Middle Technical Schools (5) in Equatorial Guinea
- National Program for the Improvement of Parental Involvement in the Education System
- Provision of Technical Equipment to the Library and Pedagogical Documentation Center at the “*Universidad Nacional de Guinea Ecuatorial*” and Technical Training of the Librarians in Malabo (It is recommended that these 9 and 10 be done as separate projects in a coordinated, cost-efficient manner.)
- Provision of Technical Equipment to the Library and Pedagogical Documentation Center at the “*Universidad Nacional de Guinea Ecuatorial*” and Technical Training of the Librarians in Bata.
- Teacher training at the preschool, primary and secondary levels; and
- Creation of a professional cadre for curriculum development and educational support in all educational levels.

Education projects being proposed by the *célula* members are varied and could be far more numerous than those identified here. This listing is not intended to be exhaustive in that the *célula* is open to considering other projects such as one or more in the area of pre-school education which has not received adequate review up to the time of the writing of this plan. In addition, further multi-sector projects beyond those mentioned by the *célula* members working in the other line ministries such as the gender focused projects in the area of women’s education will also be considered as the needs and interests are expressed. However, detailed descriptions of these project ideas mentioned here are included as Annex 9.

7.2 SOCIAL PRIORITIES FOR THE MINISTRY OF HEALTH AND SOCIAL WELFARE

Adequate health care services are a pressing issue for the majority of the population in Equatorial Guinea. While the GREG has engaged in successful

initiatives over the past several years, for example with Marathon Oil and the Malaria Prevention Program, there remains significant need across the broad spectrum of public healthcare prevention and treatment. As with the other social sectors, the difficulty is not in identifying social projects for implementation under the FSD, but prioritizing them such that maximum impact and momentum is created for future investments. In discussing with Ministry of Health and Public Welfare officials, USAID/TSP technical advisors isolated three key priority areas which should be supported by the FSD.

- **Integrating and strengthening a new strategy of Primary Health Care** that considers the different vertical approaches, like Malaria and HIV/AIDS, reproductive health, the management of infant diseases, and basic sanitation that will benefit the population, with particular emphasis in the rural areas, will receive maximum priority. As part of this new approach it will be necessary to improve the physical condition, basic equipment and of laboratories of the Health Posts and Health Centers in the cities and in rural areas. This has also been identified as part of the country's UN Millennium Development goals 4 related to reduce the infant mortality and goal 5 improving maternal health care.
- **Controlling preventable disease**, such as Malaria which accounts not only for a large percentage of serious health issues in the country such as illness and infant mortality, but is also a major contributor to other problems such as chronic anemia and consequent retardation in development. A number of programs are currently underway to address the malaria problem but broad geographic coverage and an integrated program approach are still missing. These projects will contribute to the Millennium Development Goal 6 in reducing the cases and mortality of Malaria.
- **Containing the spread of HIV infection.** The disease has not yet reached anything resembling the catastrophic dimensions seen in southern Africa, but factors are in place for it to do so if not addressed at this incipient epidemiological stage. The GREG is implementing different initiatives, but there is a lack of elements to reach large numbers of at-risk population required to reverse the rising trend of infection. It will expect with this project in the long run to contribute to the Millennium Development Goal 6 in halting the spread of HIV/SIDA

Concepts for Social Project Development

Based on the stated priorities, the MHSW officials identified seven initial social project concepts to consider for development with support by the FSD. The ideas are proposed after close consideration was given to the proposals from the BSR assessment and the on-going and planned activities of other donors and private organizations active in healthcare improvement for Equatorial Guinea.

- Revitalize the Primary Health care
- Prevention of Maternal Mortality and Integrated Child Healthcare
- Prevention and Treatment for Malaria

- Support for the Prevention of the Spread of HIV/AIDS
- Health Information System and Demographic and Health Survey for Improved Health Data and Statistics
- Health Promotion multi sector Programs (including promotion of visual health)
- Rehabilitation and Construction for Health Post and Health Centers

These ideas have been shared with the GREG and are continuing to undergo discussion as to establishing priority projects for initial development. Detailed descriptions of these project ideas are included as Annex XIII. As many of the proposed ideas overlap with the sectors covered by other ministries, a determination will have to be made in regards to lead agencies for further development of proposals.

7.3 SOCIAL PRIORITIES FOR THE MINISTRY OF SOCIAL AFFAIRS AND WOMEN'S RIGHTS

The affairs of women, children, and the elderly have historically not been a top concern in Equatorial Guinea, however, the GREG increasingly recognizes its responsibilities in areas of social affairs and gender and has promoted initiatives for the defense of women's and children's rights. Thus, there is a strong push within the GREG to place more emphasis on providing resources for the improved livelihoods of these traditionally marginalized sectors of society and ensuring their ability to contribute productively to society. Even though subjects related to children, the elderly issues and gender are not well documented and generally considered taboo, several priorities have been identified by the MinASPROM in collaboration with USAID/TSP which guide the selection of social projects for support by the FSD.

- **Guaranteeing and providing education for women and young adults by combating illiteracy** to enable individuals to better contribute to the productivity of the country. Too often, women are who are unjustly denied the opportunity to complete their education due to prevailing notions of the role of women in society, early and unexpected pregnancy, and exploitative activities such as the trafficking of young girls. Reintegrating young women into the education system will give them the tools necessary for better participation in and development of the society in which they live.
- **Reducing incidents of domestic violence** by providing support to those women who are victims of such violence. This would permit these women to access physical and mental health support.
- **Protecting the rights of children** is a major concern. Although Equatorial Guinea has ratified multiple international conventions and protocol (Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography (2003); ILO Convention No. 182 on Worst Forms of Child Labour (2001); and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the UN

Convention against Transnational Organized Crime (2003)), the situation of children remains largely unchanged.

- **Addressing the needs of the elderly and disabled** to facilitate their integration as productive members of society. The specific issues of these vulnerable groups are often ignored and need to be considered since their living conditions are extremely difficult, in particular in rural areas.

Concepts for Social Project Development

Based on the stated priorities, the MinSASPROM officials identified seven initial social project concepts to consider for development with support by the FSD. The ideas are proposed after close consideration was given to the proposals from the BSR assessment and the on-going and planned activities of other donors and private organizations active in women's affairs, rights of children, and the elderly for Equatorial Guinea.

- National Project on Women's Literacy;
- Self-Employment Project for Rural Women;
- Modernization of Job Training Centers for Women and Adolescents
- Improvement of Orphans' Living Conditions;
- Study on the Socio-Economic Situation of Women in Equatorial Guinea;
- Study on the Situation of the elderly in Equatorial Guinea;
- Inventory of Women's Associations and Groups on a National Level.

Detailed descriptions of these project ideas are included as Annex 11. These ideas and projects have been shared with the GREG and have been prioritized so as to adjust to possible budget availability. As some of the proposed ideas overlap with sectors covered by other ministries, there will be a coordinated effort to share human and financial resources.

7.4 SOCIAL PRIORITIES FOR THE MINISTRY OF FISHING AND ENVIRONMENT AND THE MINISTRY OF INTERIOR AND LOCAL CORPORATIONS

Clean water and water supply are increasingly important issues as Equatorial Guinea grows in population. In 2005, a cholera epidemic caused more than 30 deaths in the country. In response to this outbreak, as well as other signs of pending crisis, the GREG has started to provide water to communities where there is water scarcity during the dry season. At the same time, a mass media campaign to sensitize communities on measures to improve hygiene was launched in January 2007. The Ministry of Fishing and Environment (MinPMA) has the responsibility to provide water to communities in rural areas while the Ministry of Interior and Local Corporations (MinICL) has to coordinate all activities related to water supply by municipalities in urban areas. Given the shared responsibilities between these two institutions, USAID/TSP is supporting the MinPMA and MinICL as one unit, thereby maximizing efficiency and resources. Based upon discussions with officials of these two ministries, as well as from the city of Malabo, several priorities

related to water and sanitation have been identified to guide project selection for support by the FSD.

- **Securing potable water for cities and rural communities.** In the two major cities of Malabo and Bata, potable water shortages have become acute. In Malabo, an Egyptian company is expanding the water network.
- **Drafting a national policy and plan for water supply.** Although the water supply to communities has been considered as a priority, there is neither national policy nor plan which can give a clear picture of the situation in both urban and rural areas.
- **Ensuring safe drinking water for schools** to keep children in school and improve their learning environment.
- **Improving hygiene and sanitation conditions** by adapting better waste disposal systems and treatment procedures. The lack of a proper sewage system contributes to frequent contamination of the water supply.
- **Protecting the environment** for reduced stress on the clean water supply.

Concepts for Social Project Development

Based on the stated priorities, officials from the MinPMA and MinICL officials identified eight initial social project concepts to consider for development with support by the FSD. The ideas are proposed after close consideration was given to the proposals from the BSR assessment and the on-going and planned activities of other donors and private organizations active in water and sanitation issues for Equatorial Guinea.

- Project for the Provision of Water to Rural Communities
- Project for the Provision of Water to Schools and Learning Centers
- Construction of Latrines in Rural Communities
- Construction of Latrines and Washrooms in Schools and Learning Centers
- Waste Disposal and Treatment Project for the City of Bata
- Waste Disposal and Treatment Project for the City of Malabo
- Health and Hygiene Education Project

These ideas have been shared with the GREG and are continuing subject of discussion as to establishing priority projects for initial development. Detailed descriptions of these project ideas are included as Annex 12. The two Ministries have agreed to coordinate and join efforts with the Ministry of Education, Science and Sport to work together to define strategies to achieve the objective to provide safe water to communities as a Government commitment to accomplish the Millennium Development Goals.

VIII. INSTITUTIONAL TRAINING AND CAPACITY BUILDING PROGRAM

USAID/TSP operates on two parallel, but complementary, paths towards the goal of implementing a successful FSD. Up until this section, the Design and Implementation Plan has laid the framework and requirements for the establishment of the FSD organizational structure, fund financing, and project development. However, in order to ensure ownership by the participating ministries and sustainability at the conclusion of the USAID/TSP support, it is evident that a significant amount of institutional training and capacity building of counterpart organizations and personnel is required and requested.

Based upon discussions with GREG and observations made by USAID/TSP technical advisors, the likelihood that the FSD will be able to design and implement social projects without a fair amount of training beforehand is highly questionable. For future success, it is vital to not underestimate the current lack of preparedness on the part of the GREG to manage the fundamentals of project management. Therefore, the first year of implementation will concentrate heavily on training programs on topics in project management, using a select number of priority projects as learning tools for the Program Committees and Secretariat. This section outlines the USAID/TSP plan for providing a broad, general training program for all participating ministries, as well as specialized trainings on a per-Ministry basis.

In addition to the need for professional training programs, it is also evident from the observations made during the Design Phase that the target ministries are not allocated sufficient technological equipment to facilitate their participation in the social project design, implementation and monitoring. The lack of infrastructure and resources within the target ministries will severely constrain counterpart ability to participate in and learn from the technical assistance provided by USAID/TSP. Therefore, USAID/TSP, in coordination with GREG, will pursue the best means in which to provide actively participating ministry staff- such as the *Células*, Program Committees, and Secretariat- with sufficient technological resources and training to complete required tasks.

8.1 TRAINING NEEDS ASSESSMENT

USAID/TSP hired an Institutional Change Management Specialist to conduct an initial Training Needs Assessment (TNA) in order to determine preliminary USAID/TSP focus for capacity building of the target Ministries until a more comprehensive assessment could be conducted. While the TNA was not

meant to be a holistic study to include all of the recipient ministries personnel and training/professional strengthening needs, it does provide a clear snapshot of priorities for the USAID/TSP technical team to focus on in the near term.

The results of the Training Needs Assessment interviews and surveys are outlined in the following tables. The first set of tables summarizes the results of the survey administered by the consultant and the second set of tables illustrates the information gleaned for one-on-one interviews with *célula* members and other officials of GREG who were made available to TSP.

The second set of tables summarizes the data collected during interviews with the members of the *Células*. The information expresses training and development needs of the top-/middle-level personnel of the respective ministries of the persons interviewed.

The findings are preliminary, but revealing since they are consistent with the priority needs revealed in the questionnaire. As such, these are indicative of competency and skills strengthening needs for these categories of public sector personnel.

TABLE 1: AGGREGATED MEMBERS OF CELULAS AND MINISTRY OF PLANNING PERSONNEL

Questionnaire response =14 responses from 14 persons receiving questionnaire, 100% of this population

Overall Priority	Survey Question #	Themes/ Topics	Responses #/%
1 st	7	Program and Project Management	7/14 (50%)
2 nd	12	Interpret Financial Information (public finances, budgets, audits, public accounts)	6/14 (43%)
3 rd	20	Training in the use of computers, software, and internet	4/14 (29%)

There is a definite need for computer-skills strengthening & computer use. The above % becomes more significant when one sees the results of persons' responses on computer use.

Note: 8 persons (57% of persons surveyed) have a computer for personal use. They report an average of 50% of their work is done on PC.

4 persons (29%) have access to another PC. They report an average of 67% of their work is done on a PC.

2 persons have no PC and no access to one

7 persons are advanced users of MS Word; 2 advanced in Excel. The rest are split between beginner-to-intermediate users of MS Word, Excel or PowerPoint.

TABLE 2: OTHER COMMON NEEDS (>75% “YES” RESPONSES, E.G. 9 OR MORE PERSONS)

Questionnaire = 14 responses from 14 persons receiving questionnaire; 100% of this population

Survey Question #	Themes/ Topics	# Responses “Yes”
9	General Management-coordination and control	11
18	Create organizations based upon the needs and demands of the client	11
24	Business training	11
31	Systems for strategic programming and management of performance evaluation	11
38	Risk analysis	11
39	Planning for Project implementation	11
11	Conflict resolution and tools for decision making	9
23	Meeting planning	9
26	Setting realistic performance goals and managing results	9
33	Problem analysis and selection of tools for analysis	9
34	Linking of financial performance with indicators of organizational performance related to client service and internal organizational operations	9
40	Creating coalitions and alliances and creating effective communication strategies	9

PROFILE 1: CÉLULA MEMBERS’S VIEWS OF THEIR OWN NEEDS

Universe = 10 persons interviewed

Top Themes	# responses
Project Cycle Planning, Design, Implementation	10
Adequate Conditions of Service	10
Computer & software skills	8

PROFILE 2: CÉLULA MEMBERS’ VIEW OF MINISTRY TOP MANAGERS’ NEEDS

Universe = 10 persons interviewed

Top Themes	# responses
(Modern) management of public organizations (including Function-specific Technical & Management Skills & Competencies)	10
Analytical studies (sectorial, financial, etc)	6
Communications & Information flow	6
Work Efficiency (time management, setting daily work priorities...)	4

PROFILE 3: CÉLULA MEMBERS' VIEW ON MINISTRY SUPPORT STAFF NEEDS

Universe = 10 persons interviewed

Themes	# responses
IT/IS skills, including Internet Research Skills	10
Human Resources Systems Management	5
Function-Specific Skills & Competencies Strengthening	4

The overall conclusion drawn from the aggregated feedback from interviews is that the interviews confirm the findings of the questionnaire and validate the recommendations for the common core training program centered on the project management cycle.

In addition to the top priority areas for training identified via the interviews and survey, the consultant's report highlighted that, although not specifically stated as a priority in either method, the need for training in strategic planning lies at the base and will be required to achieve true results.

The institutional assessment baseline will be updated semi-annually to assess progress and modify technical assistance and training programs as necessary.

8.2 CONTENT AND APPROACH OF CROSS-CUTTING TRAINING PROGRAM

The courses presented below have two variants: a one-week version at the Fund office in Malabo and a one-day version at the GREG training centers. They are designed primarily for GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Social Development Fund over the first six months of the implementation phase.

An expanded training program will be completed in early 2007 for the second half of the year and 2008 based upon progress and the results of semi-annual assessment of progress versus the institutional capacity baseline. Expanded training activities will likely center on the concept of the project management cycle and will address basic elements of project design, planning, and budgeting. Specifically emphasis will be given to project design, implementation and M&E skills. Moreover, the training activities identified are intended to respond to the needs of personnel in the ministries and those of the counterparts (*Células*) to the Long-Term Technical Team in order to heighten effectiveness and result in a long-lasting institutional impact. The training areas will also include the following: language and computer skills; basic management and coordination courses; team-building and leadership skills; filing and archiving skills; basic communication strategies; and accounting skills.

- **Strategic Planning at the Sectoral level** The course focuses on the conceptual and operational framework of strategic planning that is

consistent with the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data sources

- **Budget Preparation, Execution and Reporting (including auditing and procurement)** The course focuses on the conceptual and operational framework of budget preparation, execution and reporting for the FSD presented in the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts, accounting principles, and detailed classifications are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data sources
- **Program and Project Management** The course focuses on the conceptual and operational framework of Project planning and management that is consistent with the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data sources
- **Program and Project Appraisal (including environmental appraisal)** The course focuses on the conceptual and operational framework of Project Appraisal that is consistent with the Guidelines for Public Expenditure Management, the Manual for Investment Operations, and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data source.

8.3 CONTENT AND APPROACH OF SECTORAL TRAINING PROGRAM

In addition to the cross-cutting training opportunities, a more individualized approach will also be taken on a per Ministry basis. The manner in which the technical assistance work on projects with the *Células* and others in each ministry is conducted is another key to strengthening and building capacity of the GREG. Working relationships, time on tasks together with the *célula* members, mode of collaboration together in the identification of projects, design, oversight and evaluation must all be well orchestrated in order to make the most of the human and financial resources at our disposal. USAID/TSP technical advisors will meet frequently with their ministerial counterparts, individually and in small group settings, to review successes and discuss ongoing challenges in this capacity-building component of USAID/TSP. In this manner, Technical Advisors will address and design

small training programs for areas of weakness particular to their sector of expertise as required and requested within resource limitations. Initial ideas of priority areas for specialized assistance to each ministry are discussed briefly below. These ideas, and others, will be further defined as Technical Advisors integrate themselves more fully into the daily operations of their assigned Ministry.

- **Ministry of Education, Science, and Sports** Among the areas to be addressed in conducting technical assistance with the Ministry is collaboration with expert(s) in establishing initial baseline indicators—first of a general nature in line with the Development Goals for Equatorial Guinea and the Millennium Development Goals, followed by Ministry and project specific indicators designed to monitor progress in the completion of activities, accomplishment of intended results and overall progress of the Fund. Assistance will also focus on building and consolidating an institutional memory (manual of procedures, documents related to planning, and the like) within the Ministry in order to adapt administrative systems and methods used by the Ministry and enhance the system and personnel’s effectiveness.
- **Ministry of Health and Social Welfare** The institutional strengthening for the will create a range of needed administrative, financial management and communication capacities needed to address health care priorities in the long term, and to execute programs jointly with bilateral, multilateral and NGO actors.
- **Ministry of Social Affairs and Women’s Rights** With respect to personalized institutional strengthening, this Ministry will require extensive technical assistance to fulfill its mission and scope. This will include workshops and seminars on effective means of mitigating traditional and discriminatory subjugation of women and unequal treatment of girls and protection of orphans, the aged and the disabled.
- **Ministry of Fisheries and Environment and Ministry of Interior and Local Corporations** The institutional strengthening for these two ministries will focus initially on the staff involved in environmental protection, particularly those dealing with water issues. The staff involved in water and environmental protection, particularly water issues in both Ministry and the Municipalities, is very small, with limited resources and training given its mandate. Although there exists legislation to support a regulatory environment, the Ministry has no resources to monitor, support or administer water or waste treatment programs. Therefore, TSP anticipates the provision of expertise and available resources to assist the ministries to learn effective methods to monitor, support and administer water and waste treatment programs. This will tie into other general project management areas such as designing projects and programs, conducting surveys, monitoring and evaluation so as to optimize immediate and long-lasting impact in this sector.

IX. DONOR COLLABORATION AND ENGAGEMENT OF CIVIL SOCIETY

The reduced installed capacity of the GREG is a limiting factor for project development and implementation that must be taken into account in the planning of social project execution and the overall success of the FSD. In addition to direct technical assistance, the USAID/TSP approach calls for close coordination with the donor community and civil society to organize an effective network that in the short to medium term can provide improved manpower to absorb in greater magnitude and dimensions the social investment projects.

Usually there are elements of diversity that make the collaboration in development potentially advantageous for all involved parties. This diversity can be in the form of the strengths and resources brought to the scene. The diversity can be revealed in the backgrounds of individuals and organizations involved in planning and implementing a project or activity. In any genuinely productive collaborative arrangement, the chemistry among the partners should never be a forced one. There is no place for artificial collaboration among partnering institutions. Collaboration works most effectively in any development undertaking where, among others, the following conditions are present:

- All parties have a common goal or end
- Partners work within the same institutions or within institutions with similar audiences
- The partners compliment one another in terms of experiences, strengths, aligned missions and the like
- There is or there is created a dialogue among partners for addressing the common goal or related ends
- Some body or structure is in place or emerges out of necessity for clear, purposeful communications
- The partnering doesn't interfere with the main activities of the partners
- No one partner or partner group dominates the agenda of the partnership
- There must be some recognizable, positive results that all the partners realize are contributions to the whole and each of the members.

In the context of Equatorial Guinea, the identification of balanced collaborative opportunities which are genuine will be difficult given the current landscape of donor availability and investment, and maturity of the civil society, specifically

at the national level. However, coordination with the existing donors and support to the development of civil society is critical for the ability of the GREG to fully address their development challenges and maximize the impact of the FSD.

9.1 DONOR COMMUNITY AND COORDINATION

Equatorial Guinea does not benefit from a large donor community. The ongoing efforts of various UN organizations, a few bilateral agencies, and the petroleum and natural gas industry have buoyed many of the GREG's development goals and objectives, particularly in the sectors of health and education. Coordination and cooperation with these various actors are essential and will influence the decisions regarding project support under the Fund. For example, the Academy for Educational Development, an International NGO is working in partnership with the HESS Oil Company in a long-term project aimed to improve the quality of teaching and teacher training. The Spanish Cooperation and UNICEF have been supporting the government's efforts in the area of curriculum development from pre-school, primary to secondary education.

TABLE 3: DONORS AND PRIVATE SECTOR ORGANIZATIONS ACTIVE IN EG DEVELOPMENT

Name of Organization	Type of Organization	Area of Expertise
UNICEF	Multilateral	Children's issues
UNFPA	Multilateral	Population
WHO	Multilateral	Health
European Development Fund	Multilateral	Civil society capacity building
International Monetary Fund	Multilateral	Finance
Cooperación Española en Guinea Ecuatorial	Bilateral	Multi-sectoral activities (health, education, gender, etc.)
Cuban Cooperación	Bilateral	Health
Sait Polytechnic	Canadian University Consultant Institute	Vocational and technical education
EG LNG	Oil and Gas company	Water and Sanitation
Marathon Oil	Oil and Gas company	Health
Exxon – Mobile	Oil and Gas company	Multi-sectoral activities (health, education, gender, etc.)
Bechtel International, Inc.	Oil and Gas company	Multi-sectoral activities (health, education, gender, etc.)

In addition to understanding the planned activities of the donor community, there also exists the opportunity and need to create a platform for better donor coordination overall. For example, UNICEF, Exxon Mobil and the National Red Cross are working in providing safe water to schools and are strong partners to be involved in the implementation of water supply to communities.

Thus, with these aspects in mind, USAID/TSP Technical Advisors have established contact with their counterparts at these organizations through two large meetings, and various smaller meetings. These meetings serve as a first step in the establishment of a regular forum to coordinate and communicate on on-going or planned activities and lessons learned, either on a development topic relevant to Equatorial Guinea's social priorities or on working with the GREG.

9.2 CIVIL SOCIETY IN EQUATORIAL GUINEA

During the last few years, the Government of Equatorial Guinea has acquired a better understanding of the important role played by NGOs for a country's social and political development. However, the legal framework now established is not well known by the public and is cumbersome for those who wish to navigate the system and register. The process of registration in the Ministry of Interior and Local Corporations takes a substantial amount of time and, in some cases, even years to be completed. Effectively, the role of civil society organizations has yet to be fully supported by the GREG making this resource relatively untapped as contributors to the country's development goals.

Despite the obstacles to operating in Equatorial Guinea, there are both International and National NGOs working in social action areas in Equatorial Guinea in education, health and water and sanitation. The majority of International NGOs are working under the financing of existing cooperative agreements between their own countries and Equatorial Guinea. Due to their international origins, these organizations are much more mature and capable of administrating their projects. This is not the case with national NGOs who are plagued with several institutional shortcomings.

Difficulties faced by national NGOs range from financing to technical capacity to organizational identity. Many of the national NGOs are registered to work in sectors related to education, health, and water and sanitation. Yet, a variety of obstacles limit their ability to fully contribute in a committed manner to the achievement of goals. The majority of national NGOs face difficulties to find support for financing and managing their activities. This lack of financing for national NGOs is largely due to low levels of public awareness regarding the added value of the contribution of NGOs and organization in the development of the country. It is also a result of NGOs lack of a clear understanding of the main role they have to play. Among the NGOs themselves, there exists confusion about the nature and roles of non-profit organizations and precisely how they might mobilize in order to enhance their structure and effectiveness. Compounding the inability to strategically view their place in Equatorial Guinea's development is the lack of qualified human resources. National organizations have few professionals working for them and they have limited capacity to manage projects, carry out surveys, and assess needs of potential clients. In many cases, civil servants working at high level posts are the individuals who are managing NGOs. In general, the existing capacity of civil society is extremely underdeveloped and requires a significant amount of investment and support to enable them to reach the level necessary to be effective actors for Equatorial Guinea.

TABLE 4: NATIONAL AND INTERNATIONAL NGOS ACTIVE IN EQUATORIAL GUINEA

Name	Status	Domain of Intervention
Organización Nacional de Apoyo a la Mujer Rural (ONAMUR)	National	Agriculture
Asociacion Jovenes del Siglo XX – J 20	National	Social Development
Asociacion Guineoecuatorialiana de Cuidado y Defensa de la Edad Avanzada-AGECDEA	National	Social Development
Asociacion Salud Positiva	National	HIV/SIDA
Cruz Roja de Guinea Ecuatoria	National	Community Development Health, Emergency
Asociacion Mujeres y Desarrollo (MUDEYSA)	National	Community Development
Accion Duradera para el Medio Ambiente y Desarrollo (admad)	National	Protection of Environment
Asociacion de centros catolicos de enseñanza de Guinea Ecuatorial (accege),	National	Education
Asociacion de jovenes actores para el desarrollo (ASOJADE),	National	Education
Consejo de Iglesias Evangelicas (CIEGE)	National	Education
Asociacion para el Bienestar Familiar de Guinea Ecuatorial (ABIFAGE)	National	Reproductive Health
Organisacion de Apoyo al Desarrollo de la Educación	National	Education
Camino Guinea Ecuatorial	National	HIV/ SIDA
Asociacion Nacional de Minusvalidos (ASONAMI)	National	Social Development
Asociacion Amigos de la Ciudad y de la Flora (AMIFLORA)	National	Protection of Environment
ITONDE	National	Education and Health
Asociacion de Jovenes para el Desarrollo de la Educacion (ASOJADE)	National	Education
SOS -Aldeas Infantiles	International	Child Development
Federacion de las Hermanas Religiosa Espanolas (FERS)	International	Community Development , Health and Education
Instituto Carlos III	International	Health
Medical Care Development Internacional	International	Health
Fundacion para el Desarrollo de la Enfermeria	International	Health
Ayuda en Accion	International	Gender and teacher education activities
Surya Associates Internacional, Inc.	International	International social investment, applied research, evaluation and management services
APRODEL	International	Institutional capacity-building of municipalities

9.2.1 POTENTIAL FOR PARTNERSHIP BETWEEN FSD AND CIVIL SOCIETY

The existing weakness of capacity among national NGOs requires a well-thought engagement strategy to enable them to grow. The FSD provides opportunities for partnerships that can jointly benefit the target ministries and relevant NGOs and enable better collaboration among them. Table 4 shows the registered NGOs that are active in Equatorial Guinea, however, there exists additional active NGOs whose registration applications are in process. Collaboration with International NGOs must also be a priority. In the first place, this collaboration can be established with NGOs already based in the country. The next step is to extend the collaboration to regional NGOs which

have good knowledge of the regions they serve and others that can provide services for capacity building purposes or for implementing specific projects. This alliance will lead to a reinforcement of capacity in different areas of intervention in development and to better knowledge on what other NGOs are doing in the region. It will allow them to also reinforce the network and collaboration with international NGOs.

9.2.2 STRENGTHENING CAPACITY OF CIVIL SOCIETY

There is a long way to go in order to strengthen national NGOs and others civil society organizations. Moreover, there are few national NGOs working in the areas where The Fund has planned to support, for instance gender and water and sanitation. The lack of NGOs in those areas will be a major constraint for project implementation. In response, USAID/TSP will advance several approaches as part of a strategy to engage civil society as an active partner in the implementation of the FSD. Initial activities will focus on the following:

- Clarifying the legal framework to allow these bodies to work legally. The communication between the organizations and the Ministry of Interior and Local Corporations is crucial to facilitating the process of legalization.
- Conducting an evaluation of the real situation of existing NGOs, including their strengths and weaknesses. The assessment can help to define new strategies to strengthen the institutional capacity of NGOs and create good partnerships for projects implementation.
- Establishing a network of national NGOs to create a forum for discussion and coordination for common issues, interests, and obstacles to operations.
- Fostering a better understanding about their potential role in Equatorial Guinea as members of a social support net.
- Addressing technical and organizational weaknesses with training seminars and workshops in order to develop capacity in sectors pertinent to the Fund's objectives.
- Providing opportunities for material support to allow national organizations to establish offices and organize themselves better to provide more effective community services.

X. MONITORING AND EVALUATION SYSTEM

There are two levels of monitoring and evaluation which must be done to determine the success of the FSD initiative. First, USAID/TSP will support the creation of a results framework and M&E plan through discussions with the GREG for the implementation of the USAID/TSP. Second, support will be provided to each Ministry for the development of a strategic plan and indicators for priority actions under the Fund. This will include training in the development of monitoring and evaluation plans for individual projects supported under the FSD.

In order to report on the effectiveness of the FSD and related capacity building, a monitoring and evaluation (M&E) plan is required which can be used to track and report on realistic indicators and targets. The plan will allow USAID and GREG to measure and evaluate the performance of the FSD and training initiatives, as well as provide a tool to the USAID/TSP team to build on winning activities and take corrective action when results are less successful than anticipated. Indicators and targets selected will be based on quantifiable parameters that are easily measured at a reasonable cost. However, given the nature of the program, it is likely that several indicators and targets will be more qualitative in nature. In any case, it is preferable to select a few pertinent indicators rather than numerous indicators that will require complex procedures for data acquisition.

In order to design an adequate M&E system considering the limitations and complexities under which the FSD will operate, the following tasks need to be completed:

- A survey of available information and indicators including source, periodicity, reliability and such other characteristic (E.G. AED, other donors and private companies, project implementers, UNDP Human Development Indicators, GREG and such other sources as may be available) and an analysis of the extent to which that information may be used by the project in order to establish a preliminary baseline of existing information, development of indicators, and utility for project purposes.
- Integration of indicators and targets into the USAID/TSP implementation plan such that the activities and timeline proposed in the implementation plan are reflected in the monitoring plan.
- Assessment of whether indicators are viable in terms of availability of necessary data, the cost of data collection, and the capacity for data analysis and reporting.
- Identification and documentation of critical assumptions to the timely and successful accomplishment of results. These must be monitored over the life of project in order to ascertain whether any failure to

achieve program objectives is the result of internal, manageable factors or uncontrollable, external forces.

Prior to the launching of the first round of social projects funded through the FSD mechanism, M&E plans will be designed with each participating Ministry as part of the capacity building program.

XI. COMMUNICATIONS STRATEGY

A key component of the FSD is a thoughtfully organized and delivered communications strategy. The communications plan will structure the creation and delivery of strong messages that are clear, consistent and coordinated through the building of a brand identity for this national initiative. Successfully implemented, the communications framework will boost recognition and positive perceptions of the program, leverage the position of GREG and USAID, and provide target audiences with a sense of being “surrounded” by activities supported through the FSD.

USAID/TSP will discuss GREG to determine how best to deliver their message, achievements, and opportunities afforded to and by Equatoguineans through the FSD. This general communications strategy serves as an initial guideline for how team members will communicate during the length of the project.

11.1 OBJECTIVES OF THE COMMUNICATION STRATEGY

The communications materials produced for the FSD program will provide counterparts and stakeholders with valuable information regarding the progress, success and new opportunities of the program. USAID/TSP expects to increase the knowledge, attitude, and understanding of the benefits that the FSD brings to Equatorial Guinea for a range of stakeholders. Specifically, the following objectives will be completed:

- Promote and increase public awareness of the FSD program and enhance the perception of FSD as a valuable program;
- Provide FSD staff with the information and tools they need to successfully support and promote the program;
- Provide beneficiaries and stakeholders with attractive, easy-to-read, easy-to-understand printed materials that motivate them to participate and support the program;
- Work with print and electronic media to emphasize the improved quality of life created by the FSD activities;
- Stress the role of active learning by government counterparts as a key to maintaining and enhancing their capacities; and
- Develop and distribute timely, effective publicity, news and feature articles about the FSD.

11.2 CENTRAL MESSAGES TO BE DEVELOPED

USAID/TSP will discuss with GREG to define the essence that is to be communicated before developing the overall theme and messages of the campaign. However, it is expected that following central themes that guide the development and implementation of the FSD will form the basis of the final messages.

- Transparent, accountable, and effective governance of public resources
- Sustainable solutions to confront national social needs
- Credibility of the GREG's commitment to address pressing social problems

11.3 UNDERSTANDING THE AUDIENCE

There are several actors that must receive targeted information regarding the various stages of implementation of the FSD. The primary of these are the GREG, USAID, and local population. Thus, any detailed strategy developed must take into consideration the different needs, priorities, and roles of each of these groups.

- **Government of the Republic of Equatorial Guinea (GREG).** The GREG will be a primary distributor of communications as well as receiver of communications. As they provide the financial support for the technical assistance and social projects, they must be consulted with prior to the release or production of communications.
- **US Agency for International Development (USAID).** While not having a direct financial stake in the success of the FSD, USAID is a principal partner in providing technical assistance and serves as the US Government's representative in the execution of the MOU with the GREG. Therefore, they must be kept informed of the FSD progress and successes. The materials developed for them do not necessarily contain the same message as those developed for the local population or GREG.
- **Local Population.** As the primary beneficiaries of the FSD projects, they must be informed about the types of projects approved and completed. Messages and means of communication will have to consider the tribal dimensions of the country.

In addition to the groups identified above, which have a direct or primary interest in the FSD, there are also secondary groups who will also have an interest in the outcome and progress of the FSD. These include:

- **Oil and Natural Gas Industry** As major contributors to the economy, the resident industry representatives have been investing in small-scale social projects for the local community for several years.
- **Other Private Sector Investors** Businesses with current investments in country, as well as those contemplating investing, consider a country's human capacity and social development as vital to sustainable and profitable business ventures.
- **Donor and NGO Community** While the donor and NGO community presence in Equatorial Guinea is much smaller than other countries, there remains a need to coordinate and communicate assistance programs. There are also several organizations, while not based in country, pay attention to the social needs of the local population and the actions of the GREG.

11.4 DEVELOPING A BRAND AND A MESSAGE

Creating a single brand will reinforce the unity of purpose which is essential to creating a motivated support base. Quick recognition of FSD supported activities and events, or “brand recognition”, will contribute to the overall success of the program and likelihood for demand to continue beyond the anticipated program enddate. To establish thorough understanding of how target audiences need to be communicated with, USAID/TSP will conduct a rapid survey of current awareness levels, attitudes and practices among the principal audiences.

In addition, USAID/TSP will coordinate with the GREG to design a logo and motto that can be used on all written publications, banners, or other materials produced in support of the program.

11.5 DELIVERING THE MESSAGE

There is a multitude of ways in which USAID/TSP will deliver the message of the FSD. Some mechanisms are more appropriate for certain audiences than others. A discussion of the options that USAID/TSP will consider for sharing information regarding the FSD follows. In all cases, USAID/TSP will integrate the message into each media in a manner that is supportive and does not conflict with previous information provided.

- **Press releases**

- Purpose/Content:* Press releases will announce the launching of new projects, share stories of public interest, and other information related to the FSD as appropriate. Given the lack of written press (newspapers, magazines) in Equatorial Guinea, it is more likely that these will be for radio, or take the form of public notices that can be posted in the Ministries, donor offices, and other public areas.

- Audience:* Primary- Local Population

- Secondary- Oil and Natural Gas Sector, Private Sector, Donor and NGO Community

- Frequency:* On a regular basis, USAID/TSP will assist the participating Ministries prepare press releases for distribution to local media- both radio and print.

- **Press conferences**

- Purpose/Content:* Opportunity for GREG to inform the public at large of important events, milestones, or other items of interest regarding the progress of the FSD.

- Audience:* Primary- Local Population

- Secondary- Oil and Natural Gas Sector, Private Sector, Donor and NGO Community

- Frequency:* On a regular basis, USAID/TSP will assist the participating Ministries prepare statements and materials.

- **Radio spots**
 - Purpose/Content:* This will most likely be the best way to reach the majority of the population at all levels. Short spots (Public Service Announcements- PSA) will be written and produced regarding the overall FSD, including success stories, interviews, announcements, and other appropriate material that conveys positive messages about the program.
 - Audience:* Primary- Local Population
Secondary- Donor and NGO Community
 - Frequency:* Playing of short spots on a regular basis to be negotiated with participating radio stations. Interviews will be arranged for either a monthly, quarterly, or other regular time.

- **Posters/billboards**
 - Purpose/Content:* Posters/Billboards may be used to deliver a specific message regarding the launching of the FSD, specific projects completed in municipalities, and other similar types of announcements. Since there is a high percentage of the population is illiterate, the message should largely be conveyed using cartoons and limited text. The impact should be felt in as few words as possible.
 - Audience:* Primary- Local Population
Secondary- Oil and Natural Gas Sector, Donor and NGO Community (locally based)
 - Frequency:* Early on in the process to announce creation of FSD. Additional ones created in coordination with launching of new projects.

- **Newsletters**
 - Purpose/Content:* The newsletter will contain stories and information relevant to on-going and planned activities, as well as updates on activities completed. It would also be made available on the FSD website. Initially, the newsletter would just be produced in Spanish, however English or French translations could be made available at a later date. The project may also decide to produce a newsletter specifically for the GREG on themes related to successful project management. Helpful tips on topics such as budgeting, establishing benchmarks, or other dimensions of project management and design. This would be done in conjunction with the program's training courses.
 - Audience:* Primary- GREG, USAID
Secondary- Oil and Natural Gas Sector, Donor and NGO Community (local and international)
 - Frequency:* A key means to share information about the FSD activities and progress will be through a quarterly or bi-annual newsletter.

- **Fliers/brochures**
 - Purpose/Content:* Basic literature designed to promote the FSD and describe the objectives of the program will be printed in English and Spanish.
 - Audience:* Primary- Local Population, USAID, GREG
Secondary- Oil and Natural Gas Sector, Private Sector, Donor and NGO Community
 - Frequency:* To be designed and printed early in the program and updated on a regular basis.

- **Website**
 - Purpose/Content:* Given the overall lack of internet access among the population of Equatorial Guinea, the development of a website would principally be for the benefit of USAID, international community, and potential service providers. A website would serve as a means in which to share not only publicity information, but also information regarding procurement opportunities through the FSD. Information would be added to the existing GREG official site.
 - Audience:* Primary- USAID, GREG
Secondary- Private Sector, Donor and NGO Community
 - Frequency:* Updates would be made on a regular basis

- **Participation in Conferences or Lectures**
 - Purpose/Content:* USAID/TSP will promote the participation of GREG officials, beneficiaries, and advisors to contribute to international and national conferences/lectures on successes and lessons learned from the FSD in Equatorial Guinea. All papers or speeches prepared by TSP staff will be shared with USAID and GREG prior to delivery.
 - Audience:* Primary- none
Secondary- Oil and Natural Gas Sector, Donor and NGO community (international and national)
 - Frequency:* As frequently as possible

- **Success Stories**
 - Purpose/Content:* Regular narratives of FSD successes in a format compatible with USAID's "Success Stories" will be prepared regularly. These will be prepared in English and may also form the basis or appear in other communication material listed above.
 - Audience:* Primary- USAID
Secondary- Oil and Natural Gas Sector, Donor and NGO Community
 - Frequency:* At least on a quarterly basis, but as frequently as possible.

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ANNEX 1 IMPLEMENTATION PHASE WORKPLAN

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Establishment and Operations of Fund Structures																
Conduct Design Phase kick-off meeting in Malabo in close consultation with GREG	•	■														
Set up individual meetings with key stakeholders	•	■														
Identify GREG overall liaison	•	■														
Identification of Celula members for social Ministry coordination	•	■														
Assess the existing legal and regulatory framework related to the Fund in conjunction with GREG		—														

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Produce draft Decree and by-laws for the FSD			—													
Approval of draft Decree and by-laws for the FSD by GREG				—	—											
Direct Fund launch event in coordination with the President's Office						•	■									
Draft Operating Procedures/Manual for FSD				—	—	—										
Select with GREG appropriate program management and financial tracking tools and mechanisms for Fund projects						—	—	—								
Deliver a detailed Fund operations manual to include all necessary document requirements, including standard forms and templates for fund operations									•	■						
Disseminate Fund operations manual throughout GREG									—							
In consultation with GREG, draft internal Fund coordination/communication mechanisms						—	—	—								

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Administration Committee																
Provide support to GREG/USAID to select and appoint Committee members			—	—	—											
Nominate three International Experts to serve as Committee Members						•	■									
Arrange with the President's Office to convene the AC to approve Fund bylaws and procedures and first social projects						—										
Bi-annual convening of Administration Committee							•	■				•	■	•	■	•
Secretariat																
Identify procedures for seconding staff to Fund Secretariat						—										
Identify and Nominate Director of Secretariat						•	■									
Identify qualified staff from MoF and MPPI to be seconded to fill Financial Manager and Program Manager positions						—	—									
Launch Secretariat office operations in close coordination with GREG							•	■								
On-the-job training for Program and Finance Manager								—	—	—	—	—	—	—	—	—
Program Committees																

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Define roles and responsibilities for the PCs in close coordination with GREG ministries						—	—									
Support the ministries in selecting PC members						—	—									
Convene the PCs to recommend first social projects							•	■								
Convene PCs on a regular basis								—	—	—	—	—	—	—	—	—
Internal Audit Office																
In coordination with GREG, identify personnel for Internal Audit Office						—	—									
With GREG, produce guidelines for annual audits of Fund programs and accounts				—	—	—	—									
Fund Financial and Audit Plan completed							•	■								
Conduct annual audit of Fund and Fund programs													•	■	•	■
Finance and Budget Management																
Confirm existing local audit and financial management capability with GREG and identify measures to address any gaps	—	—	—													
Evaluate and confirm with GREG the ministry allocations for social project funding		—	—													
In close consultation with GREG, propose, discuss, and agree on Fund disbursement guidelines				—	—	—										

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Determine whether Virtual Fund or Investment Fund for FSD budget procedures						•	■									
In close coordination with GREG, open special bank account for fund operations							•	■								
Open accounts for approved projects in coordination with GREG MoF								—	—	—	—	—	—	—	—	—
Install program management and financial tracking tools and mechanisms							—	—	—							
In close consultation with the GREG Ministry of Finance, finalize procedures for fund disbursements							—									
In consultation with GREG, prepare Fund financial reporting plan format							—									
Adoption of Code of Transparency							•	■								
Development of Social Projects																
Validate social projects provided in BSR report	—	—	—	—												
Identify sector priorities and initial projects to be developed for FSD pipeline			—	—	—	■										
Establish Project Development Cycle						•										

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Define with GREG the Fund social project selection criteria						—										
Recommend, in close consultation with GREG, projects to be presented for FSD support						—										
Process first projects through to and AC for approval							•									
In close coordination with ministries and other institutions, launch Fund project implementation										•						
Convene monthly PC meetings to discuss, review, and/or recommend SNF projects in close coordination with the GREG ministries.							—	—	—	—	—	—	—	—	—	—
Commission special studies and evaluations as needed						—	—	—	—	—	—	—	—	—	—	—
Fund project funding cycle begins										•						
Institutional Strengthening and Capacity Building																
Reconfirm that BSR assessment findings are still valid with target Ministries	—	—														
Conduct preliminary training needs assessment of target Ministries		—	—													

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Produce initial organizational assessment baselines for each of the target ministries and MOF and MPPI							—									
Produce preliminary capacity-building training program components				—	—											
Assess additional basic needs and requirements (support services, commodities) within target ministries						—	—	—								
Identify and review existing capacity-building programs for GREG staff—both donor and GREG-funded						—										
Design Training Plan components in consultation with GREG							—									
With GREG, select the core ministry trainee cadre for training of trainers						—										
Deliver ongoing short, focused training sessions for select line-staff within each target ministry on general skills enhancement and specific Fund operational skills								—	—	—	—	—	—	—	—	—
Begin focused on-the-job training and advise select line-staff to enhance systems and professional capacity								—	—	—	—	—	—	—	—	—

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Deliver formal quarterly off-site training on specialized topics relevant to the fund in coordination with GREG							—	—								
FSD Best Practices Exchanges will bring in international counterparts with relevant fund management experience to share best practices									•			•	•	•	•	•
Submit Annual Institutional Assessments measuring improvement in service delivery												•			•	
Submit annual training plan							•							•		
Donor Coordination and NGO Strengthening																
Convene donor coordination working group			•			•			•			•	•	•	•	•
Conduct assessment of NGO capacity								—								
Clarify legal framework for NGO registration and operation								—								
Establish NGO network									—							
Organize workshops and seminars for NGO strengthening											•		•	•	•	
Identify opportunities for material support of NGOs									—	—	—	—	—	—	—	—
Establish with GREG external Fund coordination/communication mechanisms						—										
Monitoring and Evaluation																

Task and Activity • Event/Deliverable — Activity	Design Phase		Implementation Phase Year 1 (Nov 2006 – Aug 2007)										Year 2 (Sep 2007- Aug 2008)			
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Q1	Q2	Q3	Q4
Develop comprehensive M&E Plan for FSD						—										
Develop strategic frameworks and appropriate indicators for target Ministries social priorities							—	—								
Conduct quarterly program and financial review of Fund												•	•	•	•	•
Deliverables and Administration																
Deliver Implementation Plan to GREG and USAID					•											
GREG and USAID approval process for Implementation Plan						—										
Submit annual implementation workplan to GREG and USAID														•		
Submit Quarterly Reports									•			•	•	•	•	•
Design and Submit Transition Plan																•
Open TSP bank account			—	—	—	—										
Locate office space for TSP/Secretariat	•															
Procure office furniture, computers, equipment, etc.			—	—	—	—										
Recruit and hire local administration staff						—	—									
Set office policies and procedures		—	—	—												

ANNEX 2 DECREE OF CREATION - FUND FOR SOCIAL DEVELOPMENT

Decreto Núm 120 /2005, de fecha 4 de julio, por el Que se crea el Fondo para el Desarrollo Social.

PREAMBULO

El presente Decreto tiene por objeto el fortalecimiento de la aplicación de políticas encaminadas a proporcionar al pueblo de Guinea Ecuatorial las necesidades básicas y un entorno saludable para alcanzar un desarrollo humano geográficamente global, ambientalmente viable, socialmente justo, preocupado por la salud y el bienestar colectivo y atento a las necesidades educativas y sociales.

En este orden de consideración, los beneficios que aportarán esta reglamentación serán extensivos a toda la población urbana y rural mediante la formulación de proyectos específicos y la, consiguiente ejecución, seguimiento y control de los mismos de conformidad con los principios de participación, transparencia, rendición de cuentas, equidad y legalidad.

Convencido de que el fortalecimiento, institucional a través de acuerdos de cooperación y asistencia y de integración de experiencias y recursos humanos internos y externos coadyuvará a la efectividad y eficacia y eficiencia de los objetivos prioritivos y fundamentales que motivan la creación del Fondo para el Desarrollo Social, a fin de que, en un horizonte temporal a mediano plazo, la ciudadanía pueda disfrutar de las condiciones objetivas y seguras de salud, educación, saneamiento básico, agua y análogas.

En su virtud, de conformidad con la propuesta del Ministerio de la Función Pública y Reforma Administrativa y previa deliberación del Consejo de Ministros en su reunión del día 10 de julio del año dos mil cinco.

DISPONGO:

Artículo 1º.- Se crea el Fondo para el Desarrollo Social, con objeto de realizar, formular, diseñar y controlar programas y proyectos de necesidades sociales y brindar las experiencias al Gobierno en el uso óptimo, eficiente y equitativo de los créditos presupuestarios asignados a los sectores sociales.

Artículo 2º.- A los efectos del artículo anterior, los presupuestos de los sectores sociales destinados a la inversión formarán la fuente de financiación del Fondo para el Desarrollo Social.

Artículo 3º.- El Fondo para el Desarrollo Social dispondrá a partir del Presupuesto del año 2005, de asignación correspondiente a los gastos operativos y de personal. Podrá además incrementar dicho Fondo los aportes de organismos internacionales, entidades públicas y privadas, nacionales o extranjeros y las cooperaciones bilaterales.

Artículo 4º.- Son órganos del Fondo para el Desarrollo Social:
El Comité de la Administración;
La Secretaría Técnica y

Los Comités de Programas.

Artículo 5°.- La Administración de Fondo para el Desarrollo Social estará a cargo del Comité de Administración compuesto del Presidente de la República de Guinea Ecuatorial que lo presidirá, un Vice-Presidente designado por el Presidente de la República, tantos miembros del Gobierno como subsectores sociales, el Ministro del Interior y .Corporaciones Locales . y tres expertos de reconocida competencia y honradez nombrados por el Presidente de la República

Artículo 6°.- Las funciones y atribuciones del Comité de Administración serán establecidas por reglamentación, incluyendo entre otras la de establecer los proyectos prioritarios de los sectores sociales, fijar los términos, condiciones y requisitos para la disponibilidad de los fondos presupuestarios y definir el presupuesto operativo y del personal del Fondo para el Desarrollo Social.

Artículo 7°.- 'El Ministerio de Hacienda y Presupuestos será el fiduciario del Fondo para el Desarrollo Social y deberá prestar todos los servicios de soporte administrativo y de gestión que el Comité de Administración le requiera para el cumplimiento de sus funciones.

Artículo 8°.- La Secretaría para las necesidades sociales es la Oficina de apoyo logístico que asiste al Comité de la Admi,nistración.

Artículo 9°.- Los Comités de programas son estructuras integradas por los expertos de los sectores sociales designados por los Ministros miembros del Comité de la Administración que tienen por misión la elaboración de proyectos y el control sectorial de los mismos.

Artículo 10°.- El Informe Final de análisis de necesidades sociales constituye el marco funcional de los órganos del Fondo para el Desarrollo Social y de los proyectos a ser implementados a corto y mediano plazo. No obstante el informe final de análisis de necesidades sociales se ajustará a las necesidades dinámicas y cambiantes de la población y de los tiempos, sobre todo con vista a otros planes y estrategias de desarrollo nacional como la de lucha contra la pobreza.

Artículo 11.- Se aprueba el Informe Final de Evaluación de las necesidades sociales como guía y documento de base para la elaboración de proyectos y su cuantificación económica' de conformidad con los créditos presupuestarios.

DISPOSICIÓN DEROGATORIA. Quedan derogadas cuantas disposiciones de igual o inferior rango que se opongan a lo establecido en el presente Decreto.

DISPOSICIÓN FINAL. El presente Decreto entrará en vigor el día de su publicación en el Boletín Oficial del Estado. Así lo dispongo por el presente Decreto, dado en Malabo, a cuatro días del mes de julio del año dos mil cinco.

POR UNA GUINEA MEJOR
PRESIDENTE DE LA REPUBLICA.

ANNEX 3 MEMORANDUM OF UNDERSTANDING-FUND FOR SOCIAL DEVELOPMENT

MEMORANDUM OF UNDERSTANDING BETWEEN THE GOVERNMENT OF THE UNITED STATES OF AMERICA AND THE GOVERNMENT OF THE REPUBLIC OF EQUATORIAL GUINEA REGARDING CONDITIONAL GIFT IN SUPPORT OF CREATION OF EQUATORIAL GUINEAN SOCIAL NEEDS FUND

ARTICLE I. OBJECTIVE

Section 1.1. Objective. The Government of the United States of America, acting through the United States Agency for International Development ("USAID"), and the Government of The Republic of Equatorial Guinea ("GREG") (collectively, the "Parties"), wish to cooperate in a mutual effort to improve social service delivery by enhancing the administrative and technical capacity of selected GREG ministries to support the financial disbursement mechanism established by Presidential decree and called the "Social Needs Fund." The Social Needs Fund has been "adopted as the mechanism for soliciting, reviewing, adopting, funding, implementing and monitoring projects in the areas of health, education, women's issues and sanitation."

Section 1.2. Technical Assistance. USAID wishes to facilitate the provision of, and the GREG wishes to receive, technical assistance for the aforementioned purpose. Accordingly, the Parties have concluded the present Memorandum of Understanding ("MOU") to set forth their understandings with respect to their undertakings in support of the stated purpose.

ARTICLE 2. NATURE OF THE PROGRAM

Section 2.1. Nature of the Program. The goal of the technical assistance provided will be to build capacity and foster transparency and accountability in the design, implementation and evaluation of social needs projects in The Republic of Equatorial Guinea. The nature of assistance and the coordination between the parties is more fully described in Annex I to this MOU, a version of which is attached. Annex I draws on and constitutes further development of the assessment of social needs in The Republic of Equatorial Guinea defined by the government in the social needs evaluation. USAID and the GREG acknowledge and agree that the

version of Annex I attached to the signed MOU is provisional in nature and will be defined and finalized later: Annex I will be modified by means of an agreement

signed by (unreadable) named in Section 5.9 below, without formal amendment of this MOU. The Parties will use their best efforts to finalize Annex I within 90 days of signing of this MOU.

Section 2.2. Estimated Budget. It is planned that the assistance outlined in this Memorandum of Understanding will amount to approximately \$15 million which will be disbursed by USAID over the period between January 1, 2006 through December 30, 2008, unless the Parties agree otherwise.

ARTICLE 3. UNDERTAKINGS OF THE UNITED STATES GOVERNMENT

Section 3.1. Obligations of the Government of the United States. The United States Government, acting through USAID with prior and punctual approval from the GREG, undertakes to accept and use the conditional gift, see paragraph 4.1., to fund and establish a Secretariat for transparency and accountability in the design, implementation and evaluation of social needs projects in The Republic of Equatorial Guinea, involving each of the target sectoral ministries participating in the Social Needs' Fund.

Section 3.2. Scope of Obligations. The nature of the United States Government's undertakings in this regard is more fully set forth in Annex I to this MOU.

Section 3.3. Other Undertakings. The United States Government undertakes to use its best efforts to achieve the goals mutually agreed upon in this MOU and Annex I.

ARTICLE 4. UNDERTAKINGS OF THE GREG

Section 4.1. Obligations of the Government of the Republic of Equatorial Guinea. The GREG commits to finance an amount of \$15 million, on the condition that the gift is used by the United States Government, acting through USAID, to fund and establish a Secretariat for the Social Needs Fund, and to build national capacity and promote transparency and accountability in the design, implementation and evaluation of social needs projects in the Republic of Equatorial Guinea in each one of the target sectoral Ministries participating in the Social Needs Fund.

The Funds transferred by the GREG to USAID under the conditions described above will belong to USAID for the purpose, use, and disposition of the ends anticipated.

Section 4.2. Making Funds Available. The Parties acknowledge that prior to signature of this MOU, the GREG contributed \$4 million of the total amount set forth in Section 4.1. After signature, USAID and the GREG will agree via the Implementation Letter process set forth in Section 5.8 on a schedule for subsequent transfers of funds.

Section 4.3. Creation of The Fund. The GREG commits to creating a Social Needs Fund to address the social needs of the Republic of Equatorial Guinea, and therefore, to improve the well being of its citizens.

Section 4.4. Other Undertakings. The GREG undertakes to use its best efforts to achieve the goals mutually agreed upon in this MOU and Annex I.

ARTICLE 5. STANDARD PROVISIONS

Section 5.1. Privileges and Immunities: In order to assure maximum benefit to the people of The Republic of Equatorial Guinea from the assistance furnished under this MOU:

- (a) Any personnel, supplies, materials, equipment, other property, or funds introduced into or acquired in The Republic of Equatorial Guinea by the Government of the United States of America, including its employees, and any person or organization financed by the United States Government, for purposes of any program or project under this MOU, or for the operation of this diplomatic mission related to this agreement, will be, while such property or funds are used in connection with this program, exempt from any taxes on ownership or use of property and other taxes, investment or deposit requirements, and currency controls in The Republic of Equatorial Guinea. The import, export, purchase, use or disposition of any such property or funds in connection with this program shall be exempt from any tariffs, customs duties, import taxes on purchase or disposition of property, and other taxes or similar charges in The Republic of Equatorial Guinea; except for dues and taxes which represent payment for specific services rendered to public and private organizations as well as those referred to in Article 23, Section 2 of the Vienna Convention on Diplomatic Relations.
- (b) The GREG will issue expeditiously any import licenses required for supplies, materials, equipment, or property imported hereunder, and will assist, where appropriate, in expediting their movement through port and transportation facilities and their clearance through customs.
- (c) No tax (whether in the nature of an income, profits, business, or other tax), duty, or fee of whatever nature shall be imposed upon any public or private organization that is under contract with, or financed by, the Government of the United States of America hereunder.
- (d) Without prejudice to their privileges and immunities. all individuals and public and private organizations under contract with, or financed by, the Government of the United States of America, which are in The Republic of Equatorial Guinea to perform work pursuant to this MOU, will be expected to respect the laws in force in The Republic of Equatorial Guinea.
- (e) All personnel (and their families), except citizens and permanent residents of The Republic of Equatorial Guinea, whether (I) employees of the Government of the United States of America or any agency thereof, (II) individuals under contract with, or employees of public or private organizations under contract with, the GREG or any agency thereof, or (III) individuals under contract with or financed by. or employees of public or private organizations under contract with or financed by, the Government of the United States of America or any agency thereof, who are present in The Republic of Equatorial Guinea to perform work in connection with this MOU shall be exempt from income and social security taxes levied under the laws of The Republic of Equatorial Guinea with respect to income upon which they are obligated to pay income or social security taxes to any other government, and from taxes on the purchase, ownership, use, or disposition of personal movable property

(including automobiles) intended for their own use. Such personnel (and their families) shall be exempt from customs, import, and export duties on all personal effects, vehicles, equipment, and supplies imported into The Republic of Equatorial Guinea for their own use, and from all other duties and fees of whatever nature.

- (f) Individuals, public or private organizations, and employees of public or private organizations, under contract with, the Government of the United States of America, who are present in The Republic of Equatorial Guinea to perform work in connection with this MOU, except citizens and permanent residents of The Republic of Equatorial Guinea, shall be immune from all civil and criminal liability related to the performance of such work.

Section 5.2. Third Party Instruments and Availability of Funds.

In order to implement the assistance described above and in Annex I, USAID may enter into such contracts, grant and other instruments with public and private parties as USAID deems appropriate. All undertakings of the Government of the United States under this MOU are subject to the availability of funds, and to further agreement between USAID and such public and private parties, regarding the giving of in-kind assistance

This Memorandum of Understanding does not effect an obligation of U.S. government funds by USAID.

Section 5.3. Compliance with United States Law and Regulations.

USAID shall obligate, commit and expend funds and carry out operations pursuant to this MOU only in accordance with the applicable laws and regulations of the United States.

Section 5.4. Title to and Use of Property. The title to all property acquired in furtherance of this MOU by the end of the MOU shall stay with the GREG. Any property so acquired and titled to the GREG, including any vehicles, shall be used solely for the purposes of the assistance described above, and upon completion of the Program, shall be used so as to further the objectives of the Program, or as the GREG shall otherwise direct.

Section 5.5. Records, Audit and Inspection. The GREG shall maintain or cause to be maintained, as appropriate, records relating to the assistance which reflect all the operations of assistance provided under this MOU and in Annex I. The records will be maintained for a period of three years after providing the assistance. The GREG shall afford authorized representatives of USAID, or their designees, the opportunity at all reasonable times to inspect the site of the assistance and records relating to such projects.

Section 5.6. Exchange Rate. If funds are introduced into The Republic of Equatorial Guinea by USAID or any public or private agency for purposes of carrying out obligations of USAID hereunder, the GREG will make such arrangements as may be necessary so that such funds shall be convertible into currency of The Republic of Equatorial Guinea at the official exchange rate.

Section 5.7. Publicity. The GREG will give appropriate publicity to the technical

assistance offered by the United States of America through public announcements indicating this contribution.

Section 5.8. Information and Implementation Letters. USAID and the GREG shall provide each other with such information as may be needed to facilitate implementation of the assistance and to evaluate its effectiveness. In addition, USAID may from time to time issue Implementation Letters ("Implementation Letters") to provide additional information on matters discussed in this MOU. The Parties may also use jointly agreed upon Implementation Letters to confirm their mutual understandings with respect to implementation of this MOU, including changes to elements of Annex I. Implementation Letters shall not be used to amend the text of the MOU.

Section 5.9. Authorized Representatives. The Parties will name their representatives. Each Party shall, via written notification to the other Party, identify their authorized representatives to make formal amendments to this MOU. Each Party shall notify the other, in writing, of changes in its authorized representatives.

Section 5.10. Amendment and Modification. This MOU may be amended or modified by written agreement of the Parties. Elements of Annex I may be changed by written agreement of the Parties without formal amendment of this MOU.

Section 5.11. Suspension and Termination.

(a) Suspension. In the event:

- (i) The GREG fails to comply with any provision of this MOU;
- (ii) USAID determines that an extraordinary situation has occurred which makes it improbable either that the purpose of the MOU will be attained, or that the GREG will be able to comply with provisions of the MOU; or
- (iii) USAID proves that continuation of assistance would result in a violation of U.S. law or regulations, USAID may, at its option, take steps to suspend, in whole or in part, the Program undertaken pursuant to this MOU and provide written notice of its actions to the GREG. In the event of partial suspension, such notice shall specify affected activities. If, after sixty (60) days from the date of such notice, USAID determines that the cause or causes for suspension have not been corrected by the GREG if they are imputed in these, USAID may terminate the assistance and provide written notice of its action to the GREG.

(b) Termination.

Either Party may terminate this MOU, in whole or in part, by giving the other Party ninety (90) days written notice. Termination of this MOU will terminate any responsibilities of Parties to provide financial or other resources for this activity, except for payments which they are committed to make pursuant to noncancellable commitments entered into with third parties prior to the termination of this MOU. In the event of termination, USAID shall proceed to wind-up and close out any contracts or grants with third parties in accordance with its standard procedures for winding up such instruments. Funds remaining with USAID after any such instruments have been closed out shall be returned to the GREG unless prohibited by U.S. law. Obligations of the GREG set forth in

Section 5.4 above relating to use of property furnished under this MOU shall remain in force after termination.

Section 5.12. Nonwaiver of Remedies. No delay in exercising any right or remedy accruing to a Party in connection with this MOU will be construed as a waiver of such right or remedy.

Section 5.13. Language. This MOU is prepared in English and Spanish. In the event of ambiguity or conflict between the versions, the Parties will mutually determine which version most closely fits the letter and spirit of the MOU.

Section 5.14. Effective Date. This MOU shall be effective when signed by both Parties.

GOVERNMENT OF THE UNITED STATES OF AMERICA
GOVERNMENT OF REPUBLIC OF EQUATORIAL GUINEA

Date: April 11 | 2006

Annex I: Illustrative Program Description

I. Introduction

The Government of The Republic of Equatorial Guinea ("GREG") has by Presidential Decree established the Social Needs Fund (also referred to as the "Fund"). The establishment of this Fund is expected to allow for the expeditious funding of projects in the short term, while at the same time demonstrating the commitment of the GREG to address social needs of its citizens. The GREG also seeks to increase the mid and longterm capacity of the ministries associated with the Social Needs Fund.

II. Objective and Description of Activities

The Government of the United States, through the United States Agency for International Development ("USAID"), has agreed to assist the GREG to develop the capacity needed to implement projects to meet the social needs of the people of The Republic of Equatorial Guinea. The objective of the USAID Technical Support Program (referred to as the "USAID/TSP" or the "Program") is to ensure that Fund projects are financed and implemented in a manner that is transparent, efficient and accountable to the citizens and government of The Republic of Equatorial Guinea. To achieve this goal, the USAID/TSP will provide technical assistance and training for the following:

III. The Establishment of the Social Needs Fund Mechanism

The purpose of this Fund is to provide financial resources to undertake development projects to benefit the citizens of The Republic of Equatorial Guinea. This Fund is intended to be an interim measure until such time as the relevant Ministries acquire sufficient administrative and programmatic capacity to implement social projects directly. At the same time, however, administration of The Fund will explicitly involve relevant Ministries to build their capacity during projects implementation. At least initially, resources budgeted for social development needs from the existing budgets of the relevant government Ministries will be allocated to, and spent through, The Fund, supplemented by extra-budgetary resources for purposes of managing The Fund and capacity building within relevant Ministries. The establishment of this Fund should not, in any way, be viewed as a substitute for the operations of the Government ministries and institutions. The guiding principles for the USG/GREG cooperation in support of The Fund are:

- . Transparency. Funds accounts and expenditures shall be maintained and managed separately from other general government accounts, and project and financial operations shall be transparent, with annual external, independent audits. Procedures for awarding projects under The Fund will adhere to high international procurement standards for transparency, accountability and fair competition.
- . Accountability. The Fund Mechanism, the Board, Secretariat and Committees

shall have clearly defined rules, procedures and responsibilities that adhere to internationally-accepted standards of corporate governance and personal accountability and guarantee accountability of The Fund to the citizens of The Republic of Equatorial Guinea.

- . Effectiveness. There will be procedures built into The Fund's operation to ensure that project goals and activities are well-planned and executed according to internationally-accepted development standards.
- . Sustainability. The USAID/TSP and the operations of The Fund will be oriented toward building the planning and implementation capacity of the GREG and non-governmental institutions to provide for the social needs of its citizens.

Some other considerations guiding the proposed structure and functioning of this Fund include the following:

- . Over-all control of The Fund rests with the GREG and its representatives;
- . Final approval of programs and related budgets will rest with the Governing Board;
- . The Fund is considered a transitional mechanism that will be phased out as the capacity of government Ministries to manage large-scale programs increases;
- . All USAID/TSP and the operation of The Fund itself will include elements to build the immediate, medium and long-term, capacity of the GREG and its relevant Ministries to eventually make a separate Social Needs Fund unnecessary;
- . External technical assistance for support and monitoring will be built into the operation of both The Fund itself and of individual projects funded by it in order to ensure transparency, accountability and effectiveness;
- . The Fund will build on existing capacity and actors within the public service of the GREG wherever possible;
- . At least initially, The Fund will use already approved Ministerial budgets for project activities; and
- . All activities initiated under the USAID/TSP will be subject to review for compliance with USAID regulations.

The USAID/TSP will assist with the development of the operational mechanisms of The Fund in concert and by mutual agreement with the GREG.

IV. The Establishment of the Secretariat for the Social Needs

The USAID/TSP will assist in establishing a secretariat for the Social Needs Fund and strengthening the Secretariat's operational capacity. The Secretariat will be staffed with one international advisor, a program manager and a financial manager along with necessary support staff. The Secretariat reports directly to the Governing Board and is responsible for the overall management and support of The Fund Mechanism. The role of the Secretariat is to promote financial control and to support the governing board and The Fund. The membership of the Board Secretariat will be mutually agreed upon by USAID and the GREG.

V. Establishment of Program Committees

The USAID/TSP will assist in establishing and strengthening five Program Committees representing the Ministries of Health, Education, Women's Affairs, and Fishing and Environment and Sanitation as well as the "Ayuntamientos" of Malabo and Bata as appropriate. The Program Committees will review project proposals from their respective Ministries and make recommendations to the Governing Board for approval, with the overall objective of improving coordination between The Fund and authorities of planning and implementation of the GREG, assuring that the processes and projects of The Fund are integrated with the objectives of institutional capacity of The Fund and USAID/TSP, and will be utilized to improve the communications between all the actors in their respective sector of social services. The membership of Program Committees will be drawn from the respective ministry and/or Ayuntamiento, other ministries (such as Planning) or government bodies, technical advisors from the USAID/TSP, representatives of Equatoguinean civil society or private sector, international or bilateral donor organizations, and/or international NGOs. Membership of the Program Committees will be mutually agreed upon by USAID/TSP and the GREG.

VI. Institutional Capacity Building for Associated Ministries of Health, Education, Women's Affairs, Fishing and Environment and Sanitation and Ayuntamientos' of Malabo and Bata

USAID/TSP will help strengthen key internal management systems, such as administrative and financial management, planning, procurement, monitoring and reporting which are crucial for the implementation of the selected projects. An initial baseline institutional management assessment will be completed with each Ministry and/or Ayuntamiento. This baseline will serve as a basis to design individual training and technical assistance programs for each Ministry and/or ayuntamiento based upon its management weaknesses and strengths. This management assessment tool will be used consistently during the period of the USAID/TSP to assess progress and determine other institutional capacity needs. It is expected that technical advisors may be provided to each of these Ministries and/or Ayuntamientos. It is anticipated that two other GREG Ministries will have important role in The Fund:

The Ministry of Finance and Budget. The Ministry of Finance will work closely with the Secretariat to create special project accounts for the purpose of implementing projects approved under The Fund. to establish procedures for accounting and financial management and Fund disbursement. and to create necessary financial controls before funds are disbursed.

The Ministry of Planning and Public Investments. This Ministry will ensure that Fund projects are coordinated with the GREG's planning objectives as appropriate. Technical assistance and training to develop the capacity of each

one of the six associated Ministries will be provided so they can participate in The Fund and develop key organizational systems to increase their effectiveness, transparency and responsibility. Institutional training will be focused on the ability of Ministries to plan, coordinate and manage finances responsibly, with an orientation on customer service and with a focus on service delivery to the communities they serve. Systems will be developed and implemented to ensure the effectiveness, financial management and reporting on the projects of the Social Needs Fund.

VII. Responsibilities of the GREG and USAID

The GREG will be responsible for providing The Funds and national staff needed for The Fund and related activities to increase the capacity of the associated Ministries and/or Ajuntamientos to effectively meet citizens' social needs. Funding under this MOU will cover costs for USAID project management and the USAID/TSP and related staff. Separate funds will be made available in separate accounts for the implementation of the social needs projects per Ministry to be implemented under the combined Social Needs Fund. USAID will be responsible for developing and administering the technical assistance and training program, including provision of technical advisors to the Secretariat and/or participating ministries. In addition, a USAID project manager will provide overall management oversight and monitor of the technical assistance provided under the USAID/TSP. There will be close collaboration between USAID and the GREG to ensure that all activities are developed in a timely manner and meet the needs of the people of The Republic of Equatorial Guinea.

VIII. Duration and Implementation of the Program

The duration of the program will be three years.

IX. Implementation Benchmarks

The technical assistance team, using existing and additional studies where necessary, will develop a detailed implementation plan for this program.

Preliminary implementation benchmarks include the following:

1. A three year work plan, a monthly program for the first year and a monitoring and evaluation plan
2. Institutional baseline studies for line Ministries and Ayuntamientos, including capacity building programs.
3. Detailed description of The Fund, including organization, operations, personnel plans for line ministries, auditing plans, etc.
4. Charters for the Secretariat and Program Committees detailing roles, responsibilities, criteria for membership, corporate governance standards, etc.
5. Detailed staff development and staffing plans for The Fund Secretariat and associated Ministries based on the baseline institutional assessments.

By the end of the USAID/TSP:

6. Personnel capacity development plans have been implemented, and;
7. The Fund has begun to transfer financial and management responsibility for project implementation to the participating Ministries.

X. Illustrative Budget

The following is an illustrative budget that will be revised based on initial evaluations conducted by the Technical Assistance team managed by USAID. The total amount is 15 million dollars.

XI. Auditing

The USAID/TSP will be audited per USAID regulations at the end of the program and the findings will be shared with the GREG. All projects funded under The Fund will be subject to an audit per procedures as agreed to by the GREG and USAID.

ANNEX 4 PROPOSED BYLAWS - FUND FOR SOCIAL DEVELOPMENT

DECREE Number/2006 dated of, by which the Organic and Functional Bylaw of the Fund for Social Development in the Republic of Equatorial Guinea is approved.

PREAMBLE

The Decree number 120/2005, of date July 4, by which the Fund for Social Development is created, whose objective is to support the implementation of policies aimed at resolving the basic needs, provide for a healthy environment and combat against poverty, for the benefit of the people of Equatorial Guinea, in order to reach an integral and sustainable human development, with special emphasis in the prioritized sectors of health, education, environment and promotion of women.

Considering that the activities to carry out within the framework of the Fund for Social Development will be highly beneficial to the urban and rural populations by means of formulation, execution, tracking and control of specific projects marked by the principles of participation, transparency, accountability, equality and legality.

In consequence, and with the purpose of setting the guidelines about the performance of the Fund for Social Development and its structures (attributions and functions), arises the need to elaborate and adopt a Organic and Functional Bylaw in agreement with the spirit of its creation.

By its rights, and at the request of the Presidency of the Government, with prior deliberation by the Council of Ministers in its Session celebrated on the day _____ of _____ of two thousand and six.

I DISPOSE:

ONLY ARTICLE.- To approve the Organic and Functional Bylaw of the Fund for Social Development of the Republic of Equatorial Guinea, which text is inserted following:

ORGANIC AND FUNCTIONAL BYLAW FOR THE FUND FOR SOCIAL DEVELOPMENT

TITLE ONE: PURPOSE AND OBJECTIVES

ARTICLE 1°. - The present Organic and Functional Bylaw for the Fund for Social Development regulates the general norms for complying with the objectives established in articles 1 and 6 of Decree number 120/2005 dated July 4, by which is created the Fund for Social Development in Equatorial Guinea, and as to that agreed by the Parts in the Memorandum of Understanding between the Government of the United States of America and the Government of the Republic of Equatorial Guinea, signed on the 11th day of April of 2006, without prejudicing any other regulatory dispositions of the other specific areas.

TITLE TWO: DEFINITIONS

ARTICLE 2°. - To the effects of the present Bylaw, it is understood by:

- a) Fund for Social Development of the Republic of Equatorial Guinea (FSD): The Fund created by virtue of the Decree number 120/2005, of date July 4.
- b) Program FSD: the Technical Cooperation Program and institutional strengthening for line ministries in social sectors, between the Government of Equatorial Guinea and the United States of America, who will execute this project through the United States Agency for International Development (USAID), and will have a duration of three (3) years in conformity with the Memorandum of Understanding between both governments signed on April 11 of 2006.
- c) United States Agency for International Development (USAID): the institution that will provide technical assistance, staff training and technology transference to fellow equatoguineans involved in the management bodies of The Fund, especially the Technical Secretariat and the Program Committees.
- d) Technical Secretariat: the Office for the logistics, administrative and management support that assists the Administration Committee;
- e) Line ministries in the social sector: are the Ministries identified in the Final Report as having priority in the execution of the programs of The Fund and are the following:
 - Ministry of Health and Social Welfare;
 - Ministry of Education, Science and Sports;
 - Ministry of Social Affairs and Women's Interests;
 - Ministry of Fishing and Environment;
 - Ministry of the Interior and Local Government (Municipalities of Bata and Malabo).

- f) Support Ministries: are the ministries that will support technically and financially the actions and operation of The Fund, and are:
 - Ministry of Finance and Budget;
 - Ministry of Planning, Economic Development and Public Investment.
- g) Special Budget: The Funds assigned for the execution of the programs and projects within the framework of this Fund for Social Development, for which the Ministry of Finance and Budget will be the fiduciary.

TITLE THREE: ORGANIZATION AND ADMINISTRATION OF THE FUND

CHAPTER ONE: ORGANIZATION

ARTICLE 3°. - In conformity of article 4 of the Decree number 120/2005, dated July 4, and in compliance with its intended purposes and objectives, the FSD shall consist of the following bodies of management and execution:

- a) Administration Committee;
- b) The Technical Secretariat of The Fund;
- c) The Program Committees;
- d) Audits.

ADMINISTRATION COMMITTEE

ARTICLE 4°. -

- a) The management and administration of The Fund for Social will be in charge of the Administration Committee integrated by a President, who is the President of the Republic; a Vice President designated by the President of the Republic; as many members or delegates as number of sub-sectors defined in article 2 of this Bylaw and the Final Report of the Assessment for Social Needs, approved by article 11 of the Decree number 120/2005, dated July 4, designated by the President of the Republic; the Minister of Interior and Local Corporations and three (3) experts of recognized repute, competency and honesty, appointed by the President of the Republic.
- b) The Administration Committee meets ordinarily two times a year, in the months of May and November and, extraordinarily as many times as necessary.
- c) The meetings of the Administration Committee will be convened by its President.

The summons will be sent by the Executive Secretary, in writing and with acknowledgement of receipt, and with sufficient anticipation of the date of the meeting.

- d) The decisions of the Administration Committee will be taken by simple majority, and in case of a tie, the President will have the casting vote.

- e) The quorum of the Administration Committee will be constituted by six (6) members; in the case of not having established quorum in the first summon, the meeting will be celebrated two (2) hours after the second summon, with a minimum of four members.
- f) There will be minutes drawn for each meeting. When in voting should there be a particular vote and the voter should so request, his vote shall be registered in the minutes.

The minutes will be registered in a Minute Book of the Administration Committee and signed by the Secretary and the President.

- ARTICLE 5°. - The general functions of the Administration Committee are:
- a) Supervise the writing and acceptance of those dispositions that will rule the functioning of the bodies of The Fund;
 - b) Approve the program recommendations made by the Program Committees in the sectorial ministries, presented through the Technical Secretariat ;
 - c) Approve the annual budgets of The Fund and the action programs of the Technical Secretariat;
 - d) Order periodic audits, external or internal, that are necessary. Said audits will be carried out, at least, annually on and will be published in the Official Bulletin of the State (BOE) or, in a newspaper of major audience in the Republic of Equatorial Guinea;
 - e) Determine and supervise the activities of the Secretariat;
 - f) Program and authorize, in case needed, the participation or the contribution of social development players involved or interested in these topics.

ARTICLE 6°. - The duties and obligations of the Administration Committee are:

- a) Establish the priority of the projects submitted by the social sectors involved with the Social Fund;
- b) Approve the Financial Bylaw fo The Fund, which will set the terms, conditions and requirements for making the budgeted funds available;
- c) Determine, annually, the operating and staff budget, based on the programs and proposals of the sectorial Program Committees.
- d) Annually supervise the management performance of the Secretariat;
- e) Delegate administrative authorizations, extensive or limited as necessary, to the Technical- Executive Secretariat of the FSD or to staff as considered convenient for the better functioning of the Institution;
- f) Design and approve the administrative organization of the FSD;
- g) Approve the salary scale and recruitment, contractual and promotion policies for the functionaries and employees of the FSD, as well as social provisions including training, per diems for travel both in country and internationally when on official missions;
- h) Approve the methods, manuals, and administrative and operational procedures, as well as the rules and norms that regulate the administrative organization, the obtaining of funds, the management of resources, the

operation of The Fund and the granting of funding for priority projects that benefit the poorest populations.

- i) Approve the awarding of contracts for goods and services needed for the operation of the institutions and for project execution, assuring compliance with that established in sub-paragraph h) of this article and with generally accepted practices; and
- j) As many others as deemed necessary for the fulfillment of the purposes and objectives established in the FSD.

ARTICLE 7°. - The Administration Committee will approve the social programs presented by the Technical Secretariat. The resolutions of the Administration Committee can only be modified, amended or annulled by the same Committee, following the same procedures as were used to approve them.

TECHNICAL SECRETARIAT OF THE FUND FOR SOCIAL DEVELOPMENT

ARTICLE 8°. - 1. The Technical Secretariat of the Fund for Social Development established in the article 4 and defined in the article 8, both of the Decree number 120/2005, dated July 4, is the office for logistical support that assists the Administration Committee.

2. The Technical Secretariat will be located in the Office of the Prime Minister and will be directed by a Technical – Executive Secretary appointed by the President of the Republic at the proposal of the Vice President of the Administration Committee.

3. The Technical – Executive Secretariat will be assisted by a Financial Manager and a Programs Manager; both the Financial Manager, as well as the Programs Manager will be civil servants of the Government of Equatorial Guinea, who will receive training by the international advisors.

4. The Technical Secretariat will inform of its activities directly to the Administration Committee.

ARTICLE 9°. - The international advisors referred to in the articles 4 and 8, shall fulfill fundamentally, among others, the following qualifications:

- a) Ample professional experience in Africa and/or in developing countries;
- b) Good working knowledge of Spanish (spoken and written);
- c) Experience in topics of social projects and development;
- d) Experience in public sector management.

FUNCTIONS OF THE TECHNICAL SECRETARIAT

ARTICLE 10°. - The functions of the Technical Secretariat are:

- a) Collaborate with the Administration Committee in programming, coordinating and controlling activities of the FSD and in the analysis and solution of internal and external problems that impact on the execution of those activities;

- b) Exercise the Secretariat of the Administration Committee. Will be responsible to write and to register the minutes in the Minute Book of the Administration Committee.
- c) Act as the coordinating body between the Administration Committee and the Program Committees, as well as with the support ministries, to facilitate the planning, development and evaluation of institutional activities that implicate the participation of those entities that comprise and participate in the FSD;
- d) Participate in the formulation of policies and in the definition of technical and administrative criteria to direct with efficiency the operations executed within the framework of the FSD, and to improve the efficacy of the administration of the Special Budget and of the management of the resources;
- e) Participate in the review and discussion of technical studies prepared under the auspices of the FSD to consulting firms or independent professionals, as well as to propose the changes that are considered appropriate;
- f) Assure the effective compliance with policies, instructions and measures agreed to by the Administration Committee, to regulate the internal functioning and operations of the FSD;
- g) Assure compliance with the time frames that require a transfer of knowledge and functional experience in the social projects cycle and in the prioritization of expenditures of the Programs Committees to the line ministries;
- h) Report to the Administration Committee on project execution and on expenditure flows for projects approved by them;
- i) As many other functions as are assigned to it by the Administration Committee of The Fund.

FUNCTIONS OF THE PROGRAMS MANAGEMENT

ARTICLE 11°. - The Programs Management is the administrative unit that provides support to the Technical – Executive Secretary for the analysis, follow-up, evaluation, control and execution of the programs presented by the line ministries. It will be in charge of a Programs Manager, appointed by the Administration Committee, at the proposal of the Technical Secretary, and whose functions are the following:

- a) Evaluate the goals, objectives and activities of all the programs presented to it by the Program Committees from the line ministries in order to assure their consistency with those objectives established for the effective implementation of the programs The Fund sustains;
- b) Assemble the programs in a standard format for their presentation before the Administration Committee and coordinate the general projects presentations before the aforementioned Administration Committee.
- c) Coordinate Fund programs with the Ministry of Planning, Economic Development and Public Investment in order to that these be consistent with the national development strategy and the fight against poverty, within a medium term expenditures framework.
- d) Prepare all reports concerning all Fund programs for the Administration Committee; and

- e) Assist in the organization of the annual audits of all Fund programs; and
- f) As many other functions as are assigned to it by the Technical Secretariat.

FUNCTIONS OF THE FINANCIAL MANAGEMENT

ARTICLE 12°. - The Financial Management is the administrative unit that provides support to the Technical – Executive Secretary for the management, administration, control and follow-up of the FSD budget and all other financial operations thereof within this framework. This unit will be in charge of a Financial Manager, at the proposal of the Technical Secretary, and whose functions will be:

- a) Control and verify the financial aspects of all the budgets of the programs presented by each of the respective Programs Committees;
- b) Project financial flows for each of the programs budgets in a standard format for their presentation before the Administration Committee;
- c) Coordinate the establishment of accounts with the Ministry of Finance and Budget for approved programs and, at the same time, guarantee that appropriate financial controls are implemented before The Funds are disbursed;
- d) Prepare all financial reports to be submitted before the Administration Committee according to established deadlines;
- e) Assist in the organization of all the annual financial audits of the expenditures of The Fund, including those of associated programs;
- f) Write and submit for approval before the Administration Committee the Financial Bylaw of The Fund.
- g) Prepare the annual budget needed for the effective functioning of The Fund, including that of the Secretariat, and present the said budget to the Administration Committee according to the dates established for its presentation; and
- h) Administer the approved budget for the effective operation of The Fund.
- i) As many other functions as are assigned to it by the Technical Secretariat.

PROGRAM COMMITTEES

ARTICLE 13°. - The Program Committees are structures integrated by the experts of the social sectors appointed by the ministries members of the Administration Committee, whose mission is to the elaboration of projects and their sectorial control. The line Ministers shall act as Presidents of each Programs Committee in their respective ministries, and shall be charged with the constitution of the Committee and undertaking of meetings.

ARTICLE 14°. - The functions of the Programs Committees are:

- a) Act as a coordinating body in its respective Ministry to facilitate planning, development and evaluation of social projects;
- b) Participate in the design of policies and the definition of technical criteria for

- their respective sector in order to identify and select priority projects to be financed by the FSD in their area of competence;
- c) Coordinate social project formulation in their sector of competency and bring them to the Administration Committee for consideration and approval through the Secretariat of the FSD;
 - d) Coordinate the compliance with the time frame established for the transfer of knowledge and functional experience in the execution of the social project cycle and in the establishment of priorities in social expenditures by line ministries;
 - e) Monitor and evaluate the physical and budgetary execution of social projects in each sector;
 - f) Monitor and evaluate the impact of social projects in each sector; and
 - g) As many other functions as are assigned to it by the superior bodies of the FSD.

INTERNAL AUDIT

ARTICLE 15°. - The internal audit is a body that seeks to assure compliance with policy, procedures, norms and financial management agreed upon by the Administration Committee, to guarantee the appropriate internal functioning and operations of the FSD.

ARTICLE 16°. - The Internal Auditor is named by and reports to the Administration Committee, to whom he submits his reports.

ARTICLE 17°. - All functional units that form a part of the FSD shall be subject to internal audits.

RELATIONS BETWEEN THE FUND FOR SOCIAL DEVELOPMENT AND THE MINISTRY OF FINANCE AND BUDGET

ARTICLE 18°. - The Ministry of Finance and Budget will be the fiduciary for the Fund for Social Development and shall provide all necessary support and management services that the Administration Committee requires of it in order to carry out the obligations of Article 7 of the Decree number 120/2005. In this respect, the Ministry of Finance and Budget will establish: special accounts for projects approved by the Administration Committee, the procedures relating to financial accounting and funds disbursement; and create also, the necessary financial controls before The Funds are disbursed.

RELATIONS BETWEEN THE FUND FOR SOCIAL DEVELOPMENT AND THE MINISTRY OF PLANNING, ECONOMIC DEVELOPMENT AND PUBLIC INVESTMENT

ARTICLE 19°. - The Ministry of Planning, Economic Development and Public Investment will assure that Fund projects are consistent with the national development strategy and fight against poverty in the framework of its medium term expenditure plan.

TRANSITORY DISPOSITION

The Administration Committee of Fund for Social Development is authorized to dictate as many dispositions and instructions as it estimates pertinent for the effective establishment of the organizational structure as required by this Organic and Functional Bylaw.

DEROGATORY DISPOSITION

All other dispositions of equal or inferior rank that oppose that which is stipulated in this Decree are to remain derogated.

FINAL DISPOSITION

The present Decree will take effect on the day of its publication in the Official State Bulletin or by the national information media.

Thus I so dispose for the present Decree, given in Malabo on [DATE]

FOR A BETTER GUINEA
OBIANG NGUEMA MBASOGO

PRESIDENT OF THE REPUBLIC OF EQUATORIAL GUINEA

ANNEX 5 PROPOSED CODE OF FISCAL TRANSPARENCY FOR FUND OPERATIONS

I. Clarity of Roles and Responsibilities for The Fund.

1.1 The Fund should be distinguished from the rest of the public sector and from the rest of the economy, and policy and management roles within The Fund should be clear and publicly disclosed.

1.1.1 The structure and functions of The Fund should be clearly specified.

1.1.2 The division of responsibilities within The Fund should be well defined.

1.1.3 Clear mechanisms for the coordination and management of budgetary and extra-budgetary activities should be established.

1.1.4 Relations between The Fund and the government and non-government public sector agencies (i.e., the Central Bank, public financial institutions, and non-financial public enterprises) should be based on clear arrangements.

1.1.5 The Fund involvement in the private sector (e.g., through procurement) should be conducted in an open and public manner, and on the basis of clear rules and procedures that are applied in a nondiscriminatory way.

1.2 There should be a clear legal and administrative framework for The Fund management.

1.2.1 Any commitment or expenditure of public funds thru The Fund should be governed by comprehensive budget laws and procedures and openly available administrative rules.

1.2.2 Ethical standards of behavior for the employees of The Fund should be clear and well publicized.

II. Open Budget Preparation, Execution, and Reporting for The Fund Operations

2.1 The Fund documentation should specify the policy basis for its operations and budget.

2.1.1 A statement of policy objectives and an assessment of financial sustainability should provide the framework for the annual budget of The Fund.

2.1.2 Any financial rules that have been adopted should be clearly specified.

2.1.3 New policies being introduced in the annual budget of The Fund should be clearly described.

2.1.4 Major fiscal risks that may affect The Fund budget should be identified and quantified where possible, including variations in economic assumptions.

2.2 Budget information should be presented in a way that facilitates policy analysis and promotes accountability.

2.2.1 Budget data of The Fund should be reported on a gross basis, distinguishing revenue, expenditure, and financing, with expenditure classified by economic, functional, and administrative category. Data on extra-budgetary activities should

be reported on the same basis.

2.2.2 A statement of objectives to be achieved by major budget programs of The Fund (e.g., improvement in relevant social indicators) should be provided.

2.3 Procedures for the execution and monitoring of approved expenditure should be clearly specified.

2.3.1 There should be a comprehensive, integrated accounting system which provides a reliable basis for assessing payment arrears.

2.3.2 Procurement and employment regulations should be standardized and accessible to all interested parties.

2.3.3 Budget execution of The Fund should be internally audited, and audit procedures should be open to review.

2.4 There should be regular fiscal reporting to the legislature and the public.

2.4.1 A mid-year report of The Fund on budget developments should be presented to the legislature. More frequent (at least quarterly) reports should also be published.

2.4.2 Final accounts of The Fund should be presented to the legislature within a year of the end of the fiscal year.

2.4.3 Results achieved relative to the objectives of major budget programs of The Fund should be presented to the legislature annually.

III. Public Availability of Information of Fund Operations

3.1 The public should be provided with full information on the past, current, and projected fiscal activity of Fund

3.1.1 The budget documentation, final accounts, and other financial reports for the public should cover all budgetary and extra-budgetary activities of The Fund, and the consolidated financial position of The Fund should be published.

3.1.2 Information comparable to that in the annual budget of The Fund should be provided for the outturns of the preceding fiscal year, together with forecasts of the main budget aggregates for one year following the budget.

3.2 A commitment should be made to the timely publication of financial information of The Fund.

3.2.1 The publication of financial information should be a legal obligation of The Fund.

3.2.2 Advance release date calendars for financial information should be announced.

IV. Assurances of Integrity for Fund Operations

4.1 Fiscal data should meet accepted data quality standards.

4.1.1 Budget data of The Fund should reflect recent expenditure trends, and well-defined policy commitments.

4.1.2 The annual budget and final accounts of The Fund should indicate the accounting basis (e.g., cash or accrual) and standards used in the compilation and presentation of budget data of The Fund.

4.1.3 Specific assurances should be provided as to the quality of financial data. In particular, it should be indicated whether data in financial reports are internally

consistent and have been reconciled with relevant data from other sources.

4.2 Fiscal information should be subjected to independent scrutiny.

4.2.1 A national audit body or equivalent organization, which is independent of The Fund, should provide timely reports for the legislature and public on the financial integrity of The Fund.

4.2.2 Independent experts should be invited to assess financial performance of The Fund against stated objectives.

ANNEX 6 EQUATORIAL GUINEA BUDGET CALENDAR BY INSTITUTION

CYCLE/PART/STAGE	MONTH	INSTITUTION
Planning Cycle/Part/Stage		
Multi-Year planning	Unknown	Unknown
Multi-Year programming	Unknown	Unknown
Annual Fiscal Plan	Unknown	MFB, MMIE, GEPetrol
Budgeting Cycle/Part/Stage		
A. Executive Preparation		
Budget Preparation	March-June	Public bodies
Budget Circular released	March	MFB, MPD
Budget Request submitted	April-May	Public bodies
Preparation of the Recommended Budget	August	MFB, MPD
Approval of the Recommended Budget	August	Council of Ministers
B. Legislative Approval		
Approval of the Recommended Budget	September	Parliament
Appropriation of the Approved Budget	October	Parliament
C. Executive Implementation		
Notification of the Approved Budget	January	MFB, MPD
Operation of the Approved Budget	January-December	MFB, MPD, Public bodies
Implementation of the Approved Budget	January-December	Public bodies
D. Executive Audit/ Monitoring		
Preparation of previous year's accounts	Unknown	Unknown
Audit of previous year's accounts	Unknown	Unknown
Review of previous year's accounts	Unknown	Parliament

ANNEX 7 DETAILED COMPONENTS OF THE PRE- FEASIBILITY STUDY

The pre-feasibility study of any public sector project will normally cover six different areas. These can be summarized as follows:

MARKETING MODULE

The marketing or demand module should begin by assessing whether the output of the project is to be used to meet local demand or to be sold internationally. For most products sold in the international market there is a vast amount of information available on market trends, new technology, and the approximate cost position of potential competitors. The key question is what are the advantages and disadvantages of the proposed project relative to other competitors, both domestically and internationally, who will be active in this same market. For some products, such as relatively homogeneous goods sold in organized competitive markets, research on costs proposed project relative to those of existing producers may suffice. For others, research on likely price trends may be needed in addition to relative costs, and yet for others, research on likely demand for the output of the specific project under study may also be needed.

For the market analysis of a product which is to be sold in the domestic market, it will be more important to begin primary research at the pre-feasibility stage of the project appraisal. The potential customers for the product will often have to be surveyed before an accurate picture of the potential market for a product can be determined. If the product is to be sold in a competitive environment, then an appraisal should be made to speculate how the competitors in the market are likely to react. This information can be obtained by reviewing the previous activity in the relevant market and by assessing the strengths and weaknesses of the competitors.

In the case of public monopolies, such as public utilities, government policies themselves may be an important variable in determining the demand for the output. Extension of electricity to the rural areas and the development of industrial complexes will have an important bearing on the future demand for the output. The growth in the demand for the output of a public utility can often be forecasted quite accurately by studying the relationship over time of demand with respect to variables such as disposable income, industrial output, household formation and relative prices. The study of growth in demand experienced by utilities in other countries with similar circumstances can often provide a good indication of what can be expected in the future.

The output of this module, if it is to be a commercial project, should be a set of forecasts of the following variables for the duration of the project:

- (1) Quantities of expected sales and prices for goods to be sold in competition with traded goods from other countries, regardless of whether such sales are made to domestic or foreign customers.
- (2) Quantities of expected sales and prices for goods to be sold domestically and not in competition with internationally traded goods.
- (3) Sales taxes and export taxes that are expected to be paid by the consumers of the traded goods.
- (4) Sales taxes to be paid on goods not traded internationally.
- (5) Subsidies to be received on the basis of production, sales, exports, etc.
- (6) Government regulations (such as price ceilings and floors, or quotas), affecting the sales or price of the output.
- (7) Product trends in terms of technological developments and the expected product cycle.
- (8) All trade restrictions that are not caused by government regulation must be identified and their impact should be quantified.

TECHNICAL OR ENGINEERING MODULE

In this module, secondary research can be used very effectively. Engineering firms and technical experts in a field usually have considerable experience in other projects that have used either identical technology or similar techniques. Often there are many consulting firms or government agencies that have technical expertise in a specific area. The most important rule to follow when using outside expertise in assisting with feasibility studies, is that the consulting group being employed to provide this information must be informed that it will not be considered for the design or management of the facility in the design and implementation phase. It is critical to avoid placing the consultants used in the appraisal of a project in a position where they have a conflict of interest. Consultants should be hired at the appraisal stage to provide truthful information based on their experience in the past. The authorities also may wish to indicate to them that if their estimates for the current project prove to be accurate then they will receive favorable attention when the contracts are being let on future design activities of other projects. The consultants used to assist in the preparation of the appraisal should also be retained to check and approve the design and cost estimates developed by the group that has been given the task of preparing the final detailed plans.

If this procedure is not followed, then there will be a conscious effort on the part of the engineering or technical consultants to underestimate costs in order to get the project

approved. Once the project is approved, they get an opportunity to obtain the more profitable task of preparing a detailed design of the project. Of course, the worst possible approach is to ask for free advice at the appraisal stage on the basis that the outside experts will be given a chance to do further work for hire if the project is attractive. It is a sad commentary on the performance of many governments in this area to note that these last two procedures are the ones most often followed.

The output from the technical module of a pre-feasibility study should obtain the following information:

- (1) The quantities of inputs by type which will be required for the construction of the project.
- (2) The prices of these inputs and their probable sources of supply are required.
- (3) Labor requirements by skill and by time of construction for the building of the project.
- (4) The physical input requirements for the operation of the project by year and by volume of sales.
- (5) The likely sources of supply for these inputs and the price assumptions used to estimate future costs of operation.
- (6) Information on the technological life of the project.
- (7) The labor requirements by skill for the operation of the project.
- (8) The nature of the outputs of the project which have an impact on the environment surrounding the facility and a quantitative assessment of these impacts.

MANPOWER AND ADMINISTRATIVE SUPPORT MODULE

Project appraisal to be effective must not confine itself to examining the financial and economic costs and benefits under the assumption that the project can be built and delivered operationally and on time. This assumes a degree of administrative support for implementation of projects that in many countries does not exist. Many projects have failed because they were undertaken without the administrative expertise available to deliver the project as specified. The prospect that future financial and economic benefits will materialize is only as good as is the administrative capability of the agency in charge to put the project in place.

This module must reconcile the technical and administrative requirements of the project with the supply constraints on manpower available to this project. If they cannot be reconciled, then the project should not be undertaken. A careful study of the labor markets should be made in order to ensure that the estimates of wage rates to be paid are accurate and that the planned source of manpower is reasonable in the light of labor market conditions.

In general, manpower requirements should be broken down by occupational and skill categories and these needs should be evaluated in terms of the possible sources from which they might be met. Where both needs are foreseen, this information should be passed to the technical module so that possible revisions of the timing of the project can be considered.

FINANCIAL/BUDGET MODULE

The financial/budget module provides the first integration of the financial and technical variables that have been estimated by the previous modules. A cash flow profile of the project will be constructed which will identify all the receipts and expenditures that are expected to occur during the lifetime of a project. Even in the pre-feasibility stage, an attempt should be made to provide a description of the financial flows of the project that identifies the key variables to be used as input data in the economic and social appraisal.

Because of the need for estimates of particular variables (e.g., foreign exchange requirements) for the purpose of making economic and social project appraisals, the level of financial detail required is considerably greater than that which is usually found in the financial appraisal of a private sector project. The financial module should answer a series of basic questions concerning the financial prospects and viability of the project. Four of the most important of these questions are outlined below:

- (1) What relative degrees of certainty do we place on each of the revenue and cost items in the financial analysis? What factors are expected to affect these variables directly and in what way?
- (2) What sources of financing will be used to cover the cost of the project? Does this financing have special features, such as subsidized interest rates, grants, foreign equity or loans (tied or general)?
- (3) What is the minimum net cash flow required by this investment to be able to continue operations without unplanned requests being made to the government treasury for supplementary financing?
- (4) Does the project have a large enough net cash flow or financial rate of return for it to be financially viable? If not, what sources of additional funds are available and can be committed to assist the project if it is economically and socially justified?

If any one of these questions points to future difficulties, then adjustments should be made in either the design or financing of the project to avoid failure.

ECONOMIC AND ENVIRONMENTAL MODULE

The objective of the economic appraisal is to examine the project from the entire economy's point of view to determine whether or not its implementation will improve the economic welfare of the country.

An economic appraisal is of exactly the same nature as a financial analysis except that in the case of an economic appraisal the benefits and costs are measured from the viewpoint of the whole country rather than the investors or owners of the project. Instead of relying solely on accounting techniques to measure expenditures and costs as in the case of a financial appraisal, the economic evaluation requires the use of economic techniques of measurement to supplement the accounting framework. To extend the financial appraisal into an economic appraisal, we need to obtain answers to a series of questions that are a continuation of those already outlined above. The questions covering the economic appraisal of a project can be set out as follows:

(1) What are the magnitudes of the differences between the financial and economic values of the variables that are affected by government regulation and control or are subject to taxes, tariffs, and subsidies?

(2) What are the magnitudes of the differences between the financial and economic values of those variables which are affected by other imperfections in the factor and product market (e.g., labor unions and restrictive trade practices)?

(3) What relative degree of certainty do we place on each of the above measures of the economic externals as compared to the estimates of financial expenditures and revenues?

(4) When evaluated at a discount rate that reflects the relevant cost of capital from the standpoint of the economy as a whole, does this project produce a positive net present value?

(5) In order for the appraisal to indicate that the project is economically viable, what proportion of the more uncertain economic adjustments must be included?

Before the adjustments outlined in questions (1) and (2) can be measured with a satisfactory degree of accuracy, the basic principles of economic evaluation must be clearly understood by the analysts. However, it must also be pointed out that all these adjustments are made to the basic financial data of the project and thus it should always be relatively easy to check the various steps in the methodology that transforms the financial data into an economic appraisal.

Before we can know whether a project is likely to improve the economic wellbeing of a country, we must know the opportunity cost of the resources it uses. If a project does not have an economic return equal to the opportunity cost of government funds, it does not automatically imply that the project should not be undertaken. The project may also lead to net social benefits which can be quantified (but not necessarily measured in monetary terms) and which may be viewed by the decision-makers as being worth the sacrifice of economic output that the project entails. For example, the project might distribute income to a group of people whom the government is very anxious to help relative to others in the country. It is here that an important factor must be noted. A project may distribute income to a desired group at the same time it may increase the

incomes of those that are not favored. Therefore, both of these outcomes must be noted for the decision-makers to determine the overall attractiveness of the project.

SOCIAL APPRAISAL

The social appraisal is concerned with the identification and wherever possible, the quantification of the extra-economic impacts of the project. These include the impact of this project on the well-being of particular groups in society since seldom does a project benefit everyone in a country proportionally. Political factors should be identified as well as longer run impacts of the project on the community, which are not reflected by changes in income. While this aspect of the appraisal may be less precise than the financial or economic analysis of a project, to be meaningful the social evaluation will generally be tied to the same factors that make up the financial and economic appraisals. For example, a project cannot be expected to assist consumers in an area unless it increases the supply of a good or service at a price not greater than its previous price.

An illustrative set of questions to be asked by the analyst when undertaking a social appraisal of a project is as follows:

- (1) What social objective of the government could this project potentially assist in attaining?
- (2) Who are the beneficiaries of this project and who is expected to bear the costs?
- (3) In what ways do those who benefit from the project receive those benefits and how do those who bear the costs pay?
- (4) What other political or social impacts is this project expected to generate? How?
- (5) By what alternative ways (and at what costs) could the government obtain social results similar to those expected from this project (or program)?
- (6) What are the net economic costs of undertaking these alternative projects or programs?

In evaluating the social impact of a project, there are two important principles that should be remembered. First, the reasoning should be clear as to how this project is going to produce the social impacts attributed to it. Secondly, as the government is usually undertaking many projects and programs to reach its social objectives, we must compare the cost effectiveness of this project with at least a bench mark of the costs which are incurred by the other policy instruments available. Only if this project is as cost effective as other projects and programs in achieving the social objectives should an additional benefit be attributed to it.

The set of questions, which have been outlined for a financial-economic-social appraisal of a project, makes it clear that it is our aim to categorize costs and benefits from the point of view of society as a whole. However, we should recognize that some costs and

benefits will be financial and directly generated within the project, and others will be financial but external to the project. We should also emphasize that some costs and benefits will be measurable and valued at an imputed price, and others will be identifiable but measured and/or valued with some degree of uncertainty. The variety of types of costs and benefits should be borne in mind in interpreting the results of a social project appraisal. In particular, we should not be misled by the apparent simplicity of the net economic or social present values expressed as real numbers.

ANNEX 8 MILLENNIUM DEVELOPMENT GOAL INDICATORS RELEVANT TO FSD OPERATIONS

Goal 1. Eradicate extreme poverty and hunger

Target 1: Reduce by half the proportion of people living on less than a dollar a day

Indicators

1. Proportion of Population Below \$1 (PPP) per Day (World Bank)
2. Poverty Gap Ratio, \$1 per day (World Bank)
3. Share of Poorest Quintile in National Income or Consumption (World Bank)

Target 2: Reduce by half the proportion of people who suffer from hunger

Indicators

4. Prevalence of Underweight Children Under Five Years of Age (UNICEF)
5. Proportion of the Population below Minimum Level of Dietary Energy Consumption (FAO)

Goal 2. Achieve universal primary education

Target 3: Ensure that all boys and girls complete a full course of primary schooling

Indicators

6. Net Enrolment Ratio in Primary Education (UNESCO)
7. Proportion of Pupils Starting Grade 1 who Reach Grade 5 (UNESCO)
8. Literacy Rate of 15-24 year-olds (UNESCO)

Goal 3. Promote gender equality and empower women

Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

Indicators

9. Ratio of Girls to Boys in Primary, Secondary, and Tertiary Education (UNESCO)
10. Ratio of Literate Women to Men 15-24 years old (UNESCO)
11. Share of Women in Wage Employment in the Non-Agricultural Sector (ILO)
12. Proportion of Seats Held by Women in National Parliaments (IPU)

Goal 4. Reduce child mortality

Target 5: Reduce by two thirds the mortality rate among children under five

Indicators

13. Under-Five Mortality Rate (UNICEF)
14. Infant Mortality Rate (UNICEF)
15. Proportion of 1 year-old Children Immunised Against Measles (UNICEF)

Goal 5. Improve maternal health

Target 6: Reduce by three quarters the maternal mortality ratio

Indicators

16. Maternal Mortality Ratio (WHO)
17. Proportion of Births Attended by Skilled Health Personnel (UNICEF)

Goal 6. Combat HIV/AIDS, malaria and other diseases

Target 7: Halt and begin to reverse the spread of HIV/AIDS

Indicators

18. HIV Prevalence Among 15-24 year-old Pregnant Women (UNAIDS)
19. Condom use rate of the contraceptive prevalence rate and Population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS (UNAIDS, UNICEF, UN Population Division, WHO)
20. Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years

Target 8: Halt and begin to reverse the incidence of malaria and other major diseases

Indicators

21. Prevalence and Death Rates Associated with Malaria (WHO)
22. Proportion of Population in Malaria Risk Areas Using Effective Malaria Prevention and Treatment Measures (UNICEF)
23. Prevalence and Death Rates Associated with Tuberculosis (WHO)
24. Proportion of Tuberculosis Cases Detected and Cured Under Directly-Observed Treatment Short Courses (WHO)

ANNEX 9 EDUCATION SECTOR PRIORITIES AND PROJECT PROFILES

An analysis by the education *célula* members of the ‘Equatorial Guinea Social Needs Assessment’ or Business for Social Responsibility (BSR) report, revealed that education priorities tended to center on the topics of **capacity building** and **material support** at all levels, from preschool to university. The report also indicated that **teacher capacity** is probably the single greatest issue of the sector, with training needed to impart both basic teaching skills as well as empirical knowledge of various subjects. This need extended from the level of primary schools, where more than half of the teacher corps does not have the minimal education required by law, to the national university, where professors do not have the applied skills needed to teach technical disciplines based on any type of primary data collection method. Another priority issue cited in the BSR report is that of **curriculum development** for the nation’s educational institutions. Development of culturally appropriate curriculum and the capacity to provide ongoing curriculum support for all grade levels was indicated as another high-level priority. It was also reported in the BSR that the general human **capacities in the professional and vocational areas** is required in order to sustain economic development.

Since the completion of the BSR report over two years ago, many of the conditions mentioned above still exist and constitute the most pressing of educational priorities. In order to further update these findings and determine the extent of the attention being given by the Ministry of Education, Science and Sports to these and other areas in the sector, the education *célula* members extended their work on determining the actual education priorities in 2006-2007 by focusing the analysis on the projects delineated in the report. This also served to further identify potential projects in this sector and establish the relevancy of the list of “model” or illustrative projects to be included in this work plan. Furthermore, the *célula* members were guided by the instructions and justifications formally presented by the Minister of Education, Science and Sports and also by first-hand information garnered through site visits and observations by one or more of the team members, generally conducting the visits together and jointly analyzing the findings. Clearly the need to **improve the school teaching-learning environment** through enhancing the infrastructure of the school-community educational centers across the nation was revealed as essential. The school environment also requires a **curriculum rich in the arts, music and sports** for immediate and long-lasting impact on the education sector and nation development.

The *célula* members concluded from their analyses, site visits, interviews and observations at educational centers that the **education priorities issues cited in the BSR report remain relevant** at the time of the initiation of The Fund. However, **recognition needs to be given to the work underway by donor agencies and**

private companies such as those in the petroleum industry. Recognition of what has been, is being and is planned among these and other donors is essential and coordination is a key to long-term impact and the degree of success in meeting the goals of the MECD.

The education *sector célula* team has identified several priority areas for action in the sector, many of which are already subject to planned or active interventions on the part of government institutions and collaborating entities, as follows:

- Institutional Strengthening for Ministry of Education, Science and Sports
- Capacity Building for Education Advisors
- Capacity Building for Vocational and Professional Training
- National Program for the Improvement of Parental Involvement
- Capacity Building at the University level, including the Infusion of Technology into the Curriculum
- Renovation and Reconditioning of Education Centers at All Levels
- Teacher Training at the Pre-school, Primary and Secondary Levels
- Curriculum Development at All Levels

Each Education priority activity area has the potential of containing two or more component priority actions which are illustrated through the narrative herein and supported by individual descriptive summaries of potential projects presented at the close of this section. The section that follows will require review and possible revisions by the education *célula* members as well as the Minister and the membership of his Technical Team before formal presentation to The Fund

1. INSTITUTIONAL STRENGTHENING

As previously identified, the weak ability of Ministry of Education, Science and Sports to execute programs in its areas of responsibility was a recurring theme in the dialogue on priority needs of the education sector. Specific areas of weakness include financial management of public funds, which was a cross-cutting theme in any dialogue on the improvement of improve GREG agency effectiveness for program execution. Another recurrent theme specific to Ministry of Education, Science and Sports was limited capacity for planning and managing the fundamental elements of educational programs at a national scale.

A key constraint to resolving these limitations is what appears to be the absence of a clear vision within Ministry of Education, Science and Sports of its component functional areas of responsibility, including the aforementioned aspects of financial, administrative and technical management of an educational service sector. The TSP team reported about a Round Table effort that produced a summary for a project to address the institutional development issue, but did not contain sufficient specifics for development of a terms of reference.

2. Teacher Training

As a subject area within the general topic of capacity building for the education sector, the training of teachers and related activities consistently emerged during TSP interviews among the highest of the three (3) priority activities. Equatorial Guinea reports a fairly high level of literacy as compared to neighboring countries, while the experience of employers and other actors within the country speaks to levels of basic skill competency that are below that of neighboring countries. Of the several explanations offered for this situation, the lack of training and other support provided to teachers was identified in every interview conducted by the TSP as a primary cause of poor educational quality. In framing the general context for the August 2004 Round Table meetings on Education in Malabo, the Ministry of Education, Science and Sports offered three primary policy areas towards which the investment of public funds should be made in the education sector, including implementing the principle of free primary school education, improving the quality and reach of primary education, and “*training of the human resources required to confront the sector’s challenge*” (italics added). The “minimal profile” descriptions of priority actions produced by the Round Table event include components addressed by the Ministry of Education, Science and Sports policy directive, as follows.

TRAINING OF PRIMARY SCHOOL TEACHERS

One of the core areas of emphasis for actors in the education sector is to improve the quality of teacher capacity at the primary school level, with special emphasis given to the large number of Teachers Aides (*Maestros Auxiliares*) who have much of the primary education responsibility in EG, but do not meet minimal training expectations. Raising the staff level and capabilities of these Teacher’s Aides to the full Teacher (*Maestro Diplomado*) was addressed during the Round Table discussions, and resulted in a Project Summary (Ministry of Education, Science and Sports 20004b, *Perfil #16*).

CAPACITY BUILDING FOR TEACHERS IN SECONDARY EDUCATION

Interviewees commonly expressed concern over the lack of capacity among instructors at the general secondary educational (*Bachillerato*) level in terms of basic teaching skills and knowledge of educational science, an opinion supported in the EPT and Educational Conference documents. To the extent that teachers have formal education, they are drawn from a wide range of other professions, such as engineering, law or medicine, and have never received training focused in the teaching arts. Particular need exists to strengthen basic skills such as in the theoretical aspects of learning, evaluation of learning capabilities, understanding of various educational philosophies, pedagogy and administration and organization of educational centers. Addressing these needs is formalized in one of the Round Table Project Summaries (Ministry of Education, Science and Sports 20004b, *Perfil #30*).

3. CURRICULUM DEVELOPMENT

A national priority that was signaled early in the TSP team interview process, and which continued to be noted throughout the SNA preparation, was development of a national curriculum for public education. The team reported that public school teachers from preschool through secondary school have relied on texts and materials from Europe, if indeed any materials have been available at all. The relevance of European curriculum for students in rural West African schools introduces an additional cultural challenge, and the status of Equatorial Guinea as the only Spanish-speaking country in Africa has further limited more culturally aligned options that may have otherwise been available from French, English or Portuguese-speaking neighbors of the region. As determined through team interviews and consultation of EPT documents, the development of a national curriculum is well advanced for primary education under existing initiatives, and under strong consideration for secondary education, and support to these ongoing efforts was a recommended priority action for consideration under the SNA initiative. It is noted that the Spanish Cooperation and UNICEF have been supporting the government's efforts in the area of curriculum development from pre-school, primary to secondary education.

STRENGTHEN CURRICULUM DEVELOPMENT FOR PRIMARY EDUCATION

With bilateral agency support from the Spanish government, Ministry of Education, Science and Sports has completed preparation of textbooks for primary education in Equatorial Guinea, though the status of their distribution to schools is not clear. Additional constraints on the success of this program as identified by the SNA team range from national (i.e. non-bilateral) capacity to prepare future updates and editions of the curriculum, to the simple care and maintenance of textbooks in the rural schoolroom setting.

One identified action for addressing the curriculum development improvement issue emerged from the Educational Conference Round Table efforts (*Perfil* No. 017), in the form of a proposed capacity building effort for Education Advisors (*Consejeros Pedagógicos*), for whom one of the primary ongoing responsibilities will be curriculum development. This advisory corps will also have responsibility for preparation of the training modules for primary education teachers, as identified under action E-2.1. Given the key role of these professionals in the national education strategy, support to the advisor program under the SNA initiative is recommended as priority action 3.1 in the report. The latter area of the care and maintenance of textbooks, is another proposed priority action (E-3.2).

CURRICULUM DEVELOPMENT FOR SECONDARY EDUCATION

With the initial rollout of curriculum for primary education, the Ministry of Education, Science and Sports and other actors in the sector have been addressing the obvious need to extend this effort into the arena of secondary education. At the time of the Education Conference, the priority need for this initiative was development of a conceptual framework to guide curriculum design, identification of training options and

preparation of study plans that would draw on the new curriculum (*Perfil* No. 32). Noteworthy progress has been made in this priority area in terms of the preparation of textbook for the secondary level. Here, however, as in primary education, efficacious distribution, use, care and maintenance will need to among the sector's priorities.

4. CAPACITY BUILDING FOR VOCATIONAL AND PROFESSIONAL OCCUPATIONS

In addition to the priority needs of the formal education sector as identified above, the SNA team reported that it was repeatedly advised of a worsening crisis in the form of a severe human resource deficit across the entire spectrum of professional and vocational skills needed to support the country's rapid economic growth. Though the exploration and development contracts negotiated by the GREG with each petroleum company emphasize corporate obligations to train nationals as a preferred means for staffing their operations, and the companies are complying as actively as possible via comprehensive training programs, their own needs absorb more than the capacity they create. As such, an ongoing deficit situation exists that is most keenly felt by businesses of the secondary economy, such as hotel, restaurant and other retail businesses, who address the situation by hiring foreign nationals, an approach that introduces another set of issues to manage. The need in this area has continue to heighten since the publication of the BSR report in 2004 and, hence, further supports capacity building for vocational and professional occupations as a key priority in the education sector.

The existence of a National Training Center (*Centro de Formacion Profesional*) having a specific mandate to address this issue was described to the SNA team, though usually in terms of questionable operational status and effectiveness. Furthermore, concern exists among various actors that there is little grasp of the current and future demand for various vocations, and that ramping up training efforts at this center without some type of forecast would risk future situations of over or undersupply. Support for a national vocational and professional training program is, therefore, identified as a priority action area under the SNA initiative for the education sector. The appropriateness of treating this action as a generic area of responsibility for the education sector is supported by the work of the Education Conference Round Table, which identified several interventions (*Perfiles* No. 036, 037 and 039). Support to this effort is proposed in not only curriculum development, but also for other aspects of the vocational and professional development issue, such as demand forecasts and direct support to the National Training Center.

Summary Description and Immediate Objectives

Improve overall performance in the EG education sector, and support realization of national strategy goals by strengthening the Ministry of Education, Science and Sports as its primary executive agency. The activity will initially focus on the conduct of a formal institutional analysis of the Ministry of Education, Science and Sports, which has the following specific objectives:

- Identify and define the key functional areas of responsibility for the administration of Equatorial Guinea's national education strategy, and prepare summary position descriptions with Full Time Equivalent (FTE) analysis of effort needed to fulfill the responsibilities of those positions
- Identify needed skills and current capacities for staffing the key functional areas at the upper to mid-level administration; characterize disparities in needed skills, and potential sources of needed skills other than training.
- Identify needed programs and potential suppliers, including private sector NGO and multilateral entities, as well as schedules and costs for formal training in educational administration; with emphasis on budgeting, financial management, performance monitoring, technology transfer and communication.
- Identify types and sources of technical assistance for on-the-job training of upper and staff level administrators in the education sector, with emphasis on development of financial management, monitoring, evaluation and communication skills; including private sector, NGO and multilateral entities
- Preparation of a detailed Institutional Development Plan in sufficient detail for immediate execution, and including the following elements
 - Schedule
 - Budget
 - Assignments of responsibility
 - Material needs, including information management technology and hardware
 - Procurement methods, including documentation, and
 - Evaluation plans

Justification

Capacity for managing the business of education at the upper and mid administrative levels was a frequently identified critical need for implementation of EPT. Though concepts were identified to the SNA team for addressing this need, no formal approach has yet been articulated. The related project presented through the Round Table process (perfil 47) ably identifies the need for a planned approach, but lacks the specificity needed to develop Terms of Reference for the initial, critical step of institutional needs assessment. This project will address the Millennium Development Goal (MDG) # 2 which is intended to ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.

Direct Beneficiaries

Ministry of Education, Science and Sports upper and mid-level administrative staff.

Constraints

Current procurement capabilities of Ministry of Education, Science and Sports will seriously hamper contracting of the outside technical assistance needed for the activity's first step of institutional analysis. Multilateral and bilateral funds are constrained by counterpart funding match requirements. Without a fast-track means of executing the initial procurement of technical assistance, there will be little effectiveness in the implementation of the longer-range institutional strengthening activities.

Key Players

- Ministry of Education, Science and Sports: Minister and Planning Staff
- Existing Bilateral and Multilateral Program Personnel
- Private Sector Donors to Educational Development

Potential Additional Involvement

- International Educational Development NGO Groups
- Educational Grant Agencies

Nature of the Project

- 160 training sessions conducted in four (4) needs-based subject-matter areas with on-the-job applications. The areas are to include:
 - Program and Project Management
 - Interpret Financial Information
 - Use of Computers, Software and Internet with Language Applications
 - Training for Librarians
- 50 or more Ministry staff with improved knowledge and competencies in the above mentioned areas

Estimated Budget 2007/2008

Approx. CFA 400,000,000
USD 800,000

Summary Description and Immediate Objectives

This program will promote greater parental participation in the management of the education system.

The project has the following objectives:

- Identify and increase the functions of the Association of Parents of Students;
- Identify other spaces and new venues of participation, negotiation and social influence;
- Educate parents in areas concerning the management and operation of the education system, its politics, functions, and priority issues as identified by educational institutions as they relate to their economic and cultural surroundings;
- Promote a culture of transparency in the use of resources and financial support supplied by parents; and
- Evaluate the needs, anxieties and difficulties of the participating parents on a regular basis.

Justification as Priority

Voluntary financial contributions by parents are used to help finance education in Equatorial Guinea. These funds are used to purchase materials, classroom furniture and pay teacher salaries. These efforts are coordinated with the support of the Association of Parents of Students to solve a number of deficiencies suffered by educational institutions. However, parental support should not be limited to financial contributions, and should include active involvement in the management of the education system. A recurrent theme specific to Ministry of Education, Science and Sports was limited capacity for planning and managing the fundamental elements of educational programs, which this program seeks to address. This project will address the Millennium Development Goal (MDG) # 2 which is intended to ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. It will also contribute to MDG # 8 in terms of developing at the national and grass-roots levels partnerships that will feed into those at the global level.

Direct Beneficiaries

- Education communities

Constraints

The success of the proposal depends on the support and participation of the education community and authorities of the Ministry of Education, Science and Sports.

Key players

- Ministry for Education Science and Sports
- UNICEF

Nature of the Project

- The National Parent Teachers (***Asociación de Padres de los Alumnos***) and a representative sample of the local chapters are assessed of the needs, anxieties and other factors influencing parental participation in the schools
- An assessment is conducted of the following factors: structure, operations and other aspects of the *APA*'s functioning at the national and community-school levels
- Two national and 20 local or regional orientation and training sessions are conducted in the need-areas identified in the studies
- national guidelines are developed for all the nation's school-communities
- all preschool through secondary schools receive the guidelines and orientation via direct or electronic training sessions
- 12 leaders at the national and local level are trained through an overseas study tour of exemplary PTAs.

Estimated Budget 2007/2008:

Approx. CFA 150,000,000
USD 300,000

Summary Description and Objectives

The action will support identified program initiatives (Perfil 017) seeking to build capacity within a corps of Ministry of Education, Science and Sports Education Advisors (Consejeros Pedagógicos and Homólogos). The advisors have an identified key role to play in the development of both training programs for the entire national teaching staff, as well as preparation of techniques and materials to support educational programs. The specific objectives of the program are to source outside technical assistance and training for 30 professionals in the development of curriculum and other teaching materials, lesson program development, communication and development of professional teacher training programs. Component steps in the process will consist of identification and procurement for the needed technical assistance, conduct of a capacity and training needs assessment among candidate Educational Advisors, preparation, approval and execution of a training plan, monitoring and evaluation.

Justification

An effective Education Advisor capacity is critical to the success of many other key programs in the sector, including all curriculum development and teacher training initiatives. Capacity at this level, as well as the level of Ministry of Education, Science and Sports executive capacity (Action 1.1) are regarded as the two areas with greatest potential as overall limiting factors if unaddressed. While an indirect impact, this project will contribute to the Millennium Development Goal (MDG) # 2 which is intended to ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.

Direct Beneficiaries

Thirty Educational Advisors will be the direct recipients of assistance under this initiative.

Constraints

The identity of all the Ministry of Education, Science and Sports staff, their employment status and individual capabilities of the Educational Advisors is not fully known although there does exist preliminary data regarding interests and some of the designated training participants. Also the ability of the Ministry of Education, Science and Sports to procure the needed technical expertise is limited, as identified under E-1.1.

Key Players

- Ministry of Education, Science and Sports Staff of existing multilateral agency programs and appropriate government authorities of other line ministries

- Staff of existing bilateral agency programs

Potential Additional Involvement

- Existing bilateral and multilateral program staff that have technical expertise and institutional interest in this program. With additional NGO involvement, private sector funds may be forthcoming for key startup activities.

Nature of the Project

- 30 Education Advisor trained in the following illustrative areas or others based on identified needs:
 - Communications
 - Curriculum Development
 - Program Development
 - Professional Teacher Education
 - Materials Development and Utilization
- 154 training sessions conducted for the 30 participants over nine months with on-the-job applications

Estimated Budget 2007:

Approx. CFA 50,000,000
USD 100,000

Summary Description and Objectives

The TSP team reported that this activity will address the national shortage of professional expertise and skilled labor for sustaining economic growth, by supporting institutional development of the National Professional Training Center (NPTC). Specific objectives are to prepare an institutional development plan for the NPTC, followed by procurement of material support, curriculum development and teacher training. [The education sector *célula* members have suggested a related project as described below.]

Justification

In addition to the priority needs of the formal education sector as identified thus far, the SNA team was repeatedly advised of a worsening crisis in the form of a severe human resource deficit across the entire spectrum of professional and vocational skills needed to support the country's rapid economic growth. Though the exploration and development contracts negotiated by the GOEG with each petroleum company emphasize corporate obligations to train nationals as a preferred means for staffing their operations, and the companies are complying as actively as possible via comprehensive training programs, their own needs absorb more than the capacity they create. As such an ongoing deficit situation exists that is most keenly felt by businesses of the secondary economy, such as hotel, restaurant and other retail businesses, who address the situation by hiring foreign nationals; an approach that introduces another set of issues to manage. This project will contribute to the Millennium Development Goal (MDG) # 2 which is intended to ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. The fact that vocational and technical education options will be far more readily available will be a significant step forward in motivating children and parents as well as encouraging them to continue their education through primary school and beyond.

Direct Beneficiaries

Direct beneficiaries will be the NPTC staff and student body.

Constraints

Recommendations for investment of this type were made at the Round Table conference referred to above, and by numerous interviewees conducted by the TSP team. Carrying these recommendations forward as a priority action under the SNA initiative was done without a substantial grasp of the current institutional state of the National Professional Training Center, or the appropriateness of this entity as the focal investment point. The SNA expressed in the report that additional information would be needed leading up to the convening for strengthening this recommendation. [This information was obtained, in part, by the short-term DAI technical assistance team

members in the fall of 2006 and contributed substantially to the decision of the education *célula* members to recommend for consideration the project entitled “Capacity Building for the Higher Technology Institute at Bata and Middle Technical Schools” referred to in the narrative of this implementation plan]

Key Players

- Ministry of Labor and Social Security
- Ministry of Education, Science and Sports
- Local Chambers of Commerce and Retail Business Organizations

Nature of the Project

- A specific project entitled Capacity Building for the Higher Technology Institute at Bata and Middle Technical Schools” is proposed as appears in the “Table of Projects” as a result the following outcomes are expected:
 - (a) in-depth study conducted
 - (b) design plans completed for each of the six institutions
 - (c) consultant team report on all aspects of the advise provided the Ministry on the reconditioning, renovation and/or construction specific to each of the institutions, indicating facilities such as labs and workshops
 - (d) 80 staff trained in need-based areas identified in the study, including one instructional development specialist in each of the six sites
 - (e) advise provided and reported on the acquisition of specialize equipment for each campus
 - (f) implementation oversight conducted on all key aspects of the institutional strengthening plan at all six sites
- A plan for the cascading of the training at a national level through these six institutions

Estimated Budget:

- 2007 - Approx. CFA 150,000,000 USD 300,000
- 2008 - Approx. CFA 350,000,000 USD 700,000

Summary Description and Objectives

The action will support the Ministry in addressing the dire need for the improvement of the teaching-learning environment that requires modernization so as to be able to support a student-centered, active learning classroom. While specific educational institutions are mentioned in the implementation plan, they serve to illustrate the types of projects in reconditioning and/or renovation of schools that are needed. Indeed a set of schools with like needs and in the general vicinity of each other could join together as a type of “package” of projects for the purpose of sharing human resources and other efficiency reasons. The specific objectives for such a project are described below, recognizing that additional need-based objectives could be incorporated in to an individual or package type project.

To improve the school conditions in terms the infrastructure (roofs, walls, lights, water, bathrooms) and provide required furniture so as to enhance the environment and teaching-learning process. This would require the support of a national consultant who would work to (a) conduct a detailed needs assessment of the actual conditions of the existing infrastructure of each of 15 schools, (b) design plan for reconditioning or renovating each school and (c) monitor the implementation of the projects so as to better accommodate the needs of current and future students and educators in accordance with the standards set by the Ministry for each level of educational center. This project will contribute to the Millennium Development Goal (MDG) # 2 which is intended to ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. Enhanced schools environments will greatly heighten the attractiveness of schools and reinforce more child-center learning.

Justification

As evidenced in the findings of the school visitations and surveys conducted by the education *célula* members and the experiences of the Ministry, there is need for the timely definition of the terms of reference and contracting of an experienced local expert to ensure that the reconditioned or renovated schools meet the needs of the teachers, administrators and students within an attractive, innovative classroom environment at all levels and in accordance with the standards set by the government and expressed by the Ministry.

Direct Beneficiaries

Educators and students in 15 primary, middle and secondary schools around the country will be the direct beneficiaries with eventual impact on the people in the school-communities of all the nation’s education centers at the preschool to secondary school levels.

Constraints

The biggest constraints appear to be the ability to be able to respond to the apparent large demand for school improvements in the infrastructure of the nation's education centers and the timing of this type of project in that the actual reconditioning and renovations might have to be done while schools are not in session.

Key Players

- Ministry of Education, Science and Sports staff of existing multilateral agency programs and appropriate government authorities of other line ministries such as the Ministries of Interior and Infrastructure
- Staff of existing international agency programs such as those supported by UNICEF
- Parent -Teachers Association (*Asociación de Padres de los Alumnos*)
- Consultants in the design and construction of education facilities.

Nature of the Project

- Initially, in 2007, 15 primary and secondary schools on the Island of Bioko and the Continent will have the infrastructure assessed, plans for reconditioning and/or renovation designed and approved, and the work completed before the start of the 2007-2008 academic year.
- The stage will be set for cascading this project to at least 100 more educational centers from preschool to secondary each subsequent year, 2008 and beyond.

Estimated Budget:

- 2007 Approx. CFA 2,910,000,000 USD 5,820,000
- 2008 Approx. CFA 3,000,000,000 USD 6,000,000

ANNEX 10 HEALTH SECTOR PRIORITIES AND PROJECT PROFILES

In meetings with the “células” of the Ministry of Health and Social Welfare a revision of the projects formulated by the BSR was carried out. The first step was to narrow the number of areas and projects by selecting those areas and projects that will be coordinated by the Ministry of Health and Social Welfare. The projects eliminated from the list are those that fall under the Ministries of Fishing and Environment and of Social Affairs and Women’s Rights. Keeping in mind the capacity issue, the “celula” of the Ministry of Health and Social Welfare primarily focused on interventions that will have the greatest noticeable impact. The following is the list of priority needs, in order of importance:

- Revitalize the primary Health care services (including the repairing of infrastructure and provision of equipment for Health Posts and Health Centers)
- Improve maternal and child health
- Prevent HIV transmission
- Prevent transmission of malaria and improve the treatment of it
- Strengthen the institutional capacity of the Ministry of Health and Social Welfare
- Improve health in other multi-sectoral programs

The list of recommended interventions addresses the most immediate needs which are summarized below.

1. PRIMARY HEALTH CARE

Primary health care is now considered by the Ministry of Health and Social Welfare as the principal area that will produce a great impact in the health of the rural communities. At this level, the primary health care pretends to integrate vertical programs like malaria and HIV/AIDS with routine programs in the areas of mother-child health, reproductive health, child health and basic sanitation. At the same time, supervision, logistics and reference to other health care levels are to be strengthened.

As part of the new revitalized primary health care is the rehabilitation and provision of equipment of health posts and health centers, to guarantee a better delivery of primary health services.

In this challenge are already committed the Ministry of Health and NGOs that have been providing these kinds of services, but now with a clear leadership from the Ministry of Health and Social Welfare.

2. MOTHER/CHILD HEALTH

Mothers and children are at the center of all the priorities of malaria, HIV/AIDS and water borne diseases. Furthermore, physical and sexual abuse of women and children is an issue of growing concern in Equatorial Guinea. The following priority actions are not otherwise being addressed in this initial assessment but were emphasized several times by key stakeholders in the health sector:

- Improve the management illness in the childhood
- Improve delivery and emergency obstetric care
- Detection and treatment of the obstetric fistula
- Prevention of cervix cancer

MALARIA

Malaria poses high risk to children under 5, but the risk to children begins during pregnancy when women contract malaria. Active malaria during pregnancy contributes to low birth rate and higher risk of sickness and mortality in the infant. Malaria education campaigns are promoting (in some cases) preventative prophylaxis, repellent impregnate nets as well as treatment of active infections to protect the fetus. Health centers and hospitals need the ability to accurately diagnose malaria and the equipment to do so.

HIV/AIDS

As already noted, voluntary testing of pregnant women resulted in a rate of 15% HIV positive women, which is for higher than official estimates. A dramatically positive development in treatment of HIV/AIDS, however, is the finding that it is possible to treat seropositive pregnant women so that they do not transmit the disease to their infants. For this reason, the Ministry of Health and Social Welfare is promoting voluntary testing of pregnant women. Again, many hospitals and health centers lack the capacity to accurately diagnose for HIV/AIDS. Treatment must be made available to all pregnant women to prevent an epidemic of HIV positive children. This project will be looking a field orientation coordination with the Ministry of Social Affairs and Women's Rights.

3. HIV/AIDS

Equatorial Guinea has four noteworthy advantages in addressing AIDS at the project time:

- The President and the Government have identified AIDS as a priority health issue and the country can now address the AIDS epidemic in its infancy before it becomes catastrophic
- EG can take advantage of the wealth of knowledge and information already developed by other African countries on HIV/AIDS
- EG has the financial resources, and the will to address the disease
- EG's relatively small population and geography facilitate the dissemination of

information and ultimate control of the disease.

Until recently, HIV/AIDS was not recognized as a significant problem in EG and it is likely that AIDS cases were underreported. The Ministry of Health's 5-year plan (PNDS) states that the infection rate for 15 – 49 year olds is 7.2%. Interviews with the international donor community, however, suggested that that figure is probably closer to 10%. More alarming, however, is that data from voluntary testing of pregnant women in July indicated HIV positive rates of 15%. Member of the donor community suspect that AIDS cases in EG are underreported citing data from neighboring Cameroon that indicate incident rates of 12%. To define the actual prevalence of HIV positives the Social Investment Fund will help the development of the first Demographic and Health survey. Also many of the health centers and labs currently lack the ability to accurately diagnosis AIDS through blood tests, and there is also no reliable epidemiological monitoring and recording system.

To date, anti-AIDS campaigns in EG are in an initial phase and most of the key players in the health sector are involved. Notably, the Ministry of Health, with the support of WHO and UNDP submitted a successful proposal to the Global Fund for fighting AIDS. A 2003 study of the capacity of Equatorial Guinea to address HIV/AIDS found a high degree of willingness on the part of the government that was hampered by the following obstacles (Cadre Strategique de Lutte Contre le SIDA en Guinea, UNAIDS):

- Insufficient staff in the National Program to Control AIDS (PNLS) as well as logistical and financial support;
- Lack of coordination in fighting the disease;
- Civil society groups and NGOs in country are neither numerous nor strong; and
- The Funding mechanism for these programs does not flow smoothly.

A coordinated program with sufficient funding support will prevent the spread of HIV/AIDS and STDs through education, improve diagnostic capabilities including monitoring and recording, and will treat infected populations, especially seropositive pregnant women. The "celula" of the Ministry of Health and Social Welfare propose that the projects in this area will be concentrated in the prevention activities support in the fight against AIDS.

4. MALARIA

The single most effective way to reduce infant mortality and to increase productivity in EG is to reduce the incidence of malaria. The good news is that many countries have had marked success at controlling malaria. Sources note that malaria is the primary cause of death of children in EG and the cause of 61% of all health consultations.

There are currently many organizations in Equatorial Guinea that are involved in fighting malaria. The Ministry of Health, and its National Program to Fight Malaria (NPFM) coordinates all in-country efforts, which include UNICEF, WHO, FERS, Cuban Doctors, Chinese Doctors, the Instituto de Sanidad Carlos III (a Spanish University) and the Spanish Cooperation.

The most ambitious project in the prevention of malaria is the effort by Marathon, partnered with Medical Care International (MCDI) and the Ministry of Health to control malaria on Bioko Island. The \$6.8 million project is implementing: contract workers for fumigating individual houses; train health care providers to treat malaria; conduct extensive baseline surveys; and if needed, create parallel (with the intention of being more reliable) pharmaceutical supply lines. Everyone interviewed was familiar with the project and generally had an opinion about Marathon/MCDI's approach. Without a doubt, Marathon/MCDI's malaria control project establishes a new standard for social responsibility in the country, and along with Carlos III and WHO, they are bringing modern scientific knowledge of malaria control to EG.

The projects proposed to address what are seen as significant gaps in controlling malaria in the context of these existing efforts, and include recommendations to extend program coverage to the mainland to reach maximum coverage.

5. CAPACITY BUILDING

Lack of institutional capacity is of the greatest limiting factor in addressing health needs in Equatorial Guinea. Projects are effectively blocked at every stage because there are few reliable systems to fund, implement, oversee and evaluate programs. This team recognizes the enthusiasm that exists in EG now that there is revenue to address these problems, though it is also coupled with frustration as forward movement is impeded by the following lack of capacity.

- Projects are not able to advance because counterpart funding is not released despite being officially allocated to the annual budget;
- Opportunities to solicit outside funds are lost because of lack of knowledge on how to write funding proposals;
- NGOs cannot register and operate in EG, and so choose to not work there;
- Vaccinations become ineffective because there is no reliable system for storing them;
- Health outposts become obsolete because there is little to no governmental follow-up once initial donor funding is over; and

Donation or acquisition of equipment and supplies should only take place after ensuring that adequate systems are in place to ensure maintenance, storage and replacement. Besides establishing systems, building capacity also implies transference of knowledge. All projects must ensure that there is a training component to ensure sustainability.

Summary Description and Immediate Objectives

To strengthen the primary health care services and expand these services, ranging from HIV/AIDs, malaria, and mother and child health to basic sanitation, to cover the whole country, including rural areas. The second essential part of the strengthening primary health care will supporting the rehabilitating and equipping health posts and health centers .

It would be necessary to involve the stakeholders in the process that starts with a rapid assessment and redesign. In order to do the Social Development Fund will bring a short-term consultant who will carry out the assessment and design unique primary health care program under the leadership of the Ministry of Health. Various projects will be developed to support this new health care program.

Justification

The severity of the HIV/AIDS situation in Africa has been particularly challenging and requires mobilizing all available resources. Equatorial Guinea has made a great effort of introducing and expanding primary health care services with their own resources and with the collaboration of the Spanish Cooperation, WHO, and UNDP, but only to a certain degree. The various agencies involved have all contributed in providing health care system in Equatorial Guinea, but the various efforts are often uncoordinated. A rapid evaluation, refocusing and strengthening of the program will help to consolidate the resources available to use them in the most effective way.

Primary health care is the first priority of the Ministry of Health and Social Welfare. Most of these activities are going directly to contribute to Goal 4 of the Millennium Development Goals that are related with the mortality of children, Goal 5 in the reduction of maternal mortality and also Goal 6 related with combat against malaria and HIV/AIDS.

Direct Beneficiaries

Ministry of Health,
Ministry of Water and Sanitation,
Local communities mainly rural areas.

Key players

Ministry of Health and Social Welfare
WHO, UNDP, UNICEF, FERS, Spanish Cooperation

Nature of the Project

Integration of national vertical programs in a new revitalize primary health care that includes basic health services providing some of them directly at the house, others at near health Post and Health center.

Provision of promotional health services to the 80% of the rural population

Primary curative services to the 70% of the rural population

Training of 400 Health agents

Health Education Material for 100% of the Health Agents and 100% “Comunidades de Vecinos” y 30% of the “Consejos de Poblados”

Reference system in place from the health agent to the health post and the health post to the Health center

Rehabilitation and equipment of 15 Health Posts and Health Centers that are working in primary health care mainly in underprivileged areas of the country.

Estimated budget 2007/2009:

Approx. CFA 2,450,000,000

USD 4,900,000

Summary Description and Immediate Objectives

The following priority actions are not otherwise being addressed in this initial assessment and now where emphasized by the Ministry of Health and welfare:

- Improve the management illness in the childhood
- Improve delivery and emergency obstetric care
- Detection and treatment of the obstetric fistula
- Prevention of cervix cancer

Justification

Mothers and children are at the center of all the priorities of malaria, HIV/AIDS and also in the Primary Health care. Malaria poses to children under 5. But the risk to children begins during pregnancy when women contract malaria. Active malaria during pregnancy contributes to low birth rate and higher risk of sickness and mortality in the infant. Also the Ministry of Health and Social Welfare is promoting voluntary testing of HIV/SIDA pregnant women. Again, many hospitals and health centers lack the capacity to accurately diagnose for HIV/AIDS. There are other health problems that the women are facing like the cancer the cervix that can be under control with preventive programs and also the detection of the obstetric fistula and its treatment. These activities are going to contribute to Goal 4 of the Millennium Development Goals related with the reduction of infant mortality, and Goal 5 related to the reduction of the maternal mortality

Direct Beneficiaries

Women and Children

Key Player

Ministry of Health and Welfare
Ministry of the Woman and Social Affairs
Spanish Cooperation
FERS
FNUAP
UNICEF
WHO

Nature of the Project

Access for a integrate management care for the 80% of the children less than 5 years of age.

Increase the access and improve the quality of the services of the women in the reproductive age that are looking for preventive and curative services

Training of 150 nurses and health technicians in managing the main illness of the childhood

Provision of supervision skill and a integrate supervision system for 25 health centers and 120 health post

Detection in the prenatal consultation of the women with obstetric fistula and the a surgical and medical resolution of the problem

Provision of cervix cancer test for about 70% of the married women, and the medical resolution for the positive cases

Estimated budget 2007/2008:

Approx. CFA 670,000,000

USD 1,340,000

Summary Description and Immediate Objectives

Equatorial Guinea has been approved for a global fund grant to fight the AIDS epidemic. This program is to support Ministry of Health and Social Welfare and WHO in designing and implementing a national program to fight HIV/AIDS.

1. Development Plan

- Collaboration in assessment in gaps in national capacity to develop and implement a national AIDS prevention program
- Help to coordinate with Ministry of Health and Social Welfare, and WHO to develop an actionable national strategic plan
Plan must address:
 - Coordination of all ministries and organizations, including international regional efforts
 - Testing and treatment protocols and availability of pharmaceuticals
 - Prevention education – identification of at-risk groups, dissemination, material development
 - Monitoring and recording
 - Evaluation

Objectives:

- Awareness by 95% of the population of the risk of HIV/AIDS and how to prevent transmission
- Behavioral change to reduce transmission:
- Decreased mother/child transmission

2. Implementation of Development Plan

Justification

With a 7.2% infection rate, HIV/AIDS is becoming a significant threat to the population. HIV/AIDS prevention in Equatorial Guinea is still in a rudimentary phase and much of the population does not adequately understand the risk of acquiring, or the means of preventing HIV/AIDS. Aggressive preventative action now may halt the progress of the disease. This project contribute along with other institutions in the improvement of the millennium Goal 6 in the halt of the level of transmission of HIV and also contribute reaching Goal 5 for improving maternal health and Goal 4 in reducing infant mortality.

Direct Beneficiaries

- Ministry of Health and Social Welfare staff
- WHO

- Pregnant women and children
- At-risk groups
- Health workers

Constraints

Program must be fast-tracked to assist WHO and MINSABS when the funding is released in the first quarter of 2007.

Key players

- Ministry of Health and Social Welfare
- Ministry of the Women and Social Affairs
- WHO
- UNDP
- UNICEF
- UNAIDS
- National Program to Fight STDs/HIV/AIDS
- Instituto de Sanidad Carlos III
- FERS
- Spanish Cooperation
- Cuban Doctors
- Chinese Doctors

Nature of the Project

This project focuses more in the preventive aspects of HIV transmission.

Improve the level of knowledge of the population at risk about the ways of transmission of the HIV/SIDA

Diffuse the ABC strategy in the whole population with emphasis in the risk population

Develop training to 95% of health staff of the Ministry of Health relate institutions in the transmission of HIV/AIDS and protective measures.

Detection of the actual prevalence figure in the Demography and Health study in 2008 and for them structure through the Ministry of Health a national and local Education and Information about HIV/AIDS prevention campaigns.

Increase the detection of the HIV in pregnant women and providing reference for the positive cases.

Estimated budget 2007/2008:

Approx. CFS 2,000,000,000

USD 4,000,000

Summary Description and Immediate Objectives

Program offers a multisectoral approach to controlling malaria on the mainland and will coordinate with all parties fighting malaria in EG. Also the Malaria would be integrated into the Primary health care services.

1. Development Plan

- Assessment of national strategic plan for fighting malaria including protocols with recommendations
- Assessment of current national capacity to fight malaria including monitoring, case treatment, pharmaceuticals, prevention education, coordination and communication and proposed next steps
- Taking into account the experience of Marathon/MCDI malaria control program in the Isla
- Development a specific Plan will include (not exclusively):
 - Plan for staffing of program
 - Training plan
- Model for addressing current constraints in pharmaceutical, and material procurement, production (if applicable), and distribution
 - Plan for monitoring and recording
 - Plan for prevention education and content development
 - Plan for sustainable assess to bed nets
 - Plan to establish protocols including for case management and fumigation
 - Plan for improvement of case treatment
 - Plan to coordinate with all related ministries and related organizations working in health sector
 - Budget to also include recommendation for sources of funding

2. Implementation of Development Plan

Objectives of PNDS malaria control program:

- Reduce overall malaria mortality rates on the mainland by 30% by 2009
- Reduce prevalence of malaria in the general population of the mainland by 30% by 2009
- Reduce malaria mortality rates in children under 5 by 50% by 2009

Justification

Malaria is a standout critical use in EG's overall development, and proposed actions address gaps in current program coverage. These activities are going to contribute to the goal 6 in reduction of the incidence and mortality for Malaria

Direct Beneficiaries

- Staff of the PNL
- Population at-risk of malaria on the mainland

Constraints

The Program to Control Malaria on the Mainland must coordinate with the Program for Institutional Strengthening for Ministry of Health and Social Welfare (H1.1) and the Program to Improve Laboratory Diagnosis of Aids and Malaria (H-2.1)

Key players

- Ministry of Health and Social Welfare
- PNL

Nature of the Project

This project will increase the coverage of the services that is going to be provided in the Mainland in the next three years.

Provision of Malaria services integrating in the health Post and health center in 90% of the population of the continent.

Training workshops in the management of malaria case for the 90% of the health staff in Health Post and Health Centers.

Information campaign for Malaria prevention

Distribution of the mosquito nets in the rural population in high risk through the health institutions

Improvement in the information system to capture information about the malaria prevalence and services delivery

Improve malaria technical supervision of the health Centers and Health Post in the Continent.

Logistical support to the delivery of preventive and curative malaria services in the continent.

Estimated budget 2007/2008:

Approx. CFS 400,000,000

USD 800,000

Summary Description and Immediate Objectives

Improve overall performance in the EG health sector, and support realization of national strategy goals by strengthening Ministry of Health and Social Welfare as its primary executive agency. The activity will initially focused on the conduct of a formal institutional analysis of Ministry of Health and Social Welfare and of the National Health System, which has the following specific objectives:

- Identify and define the key functional areas of responsibility for the administration of Equatorial Guinea's National Plan for Health Development (PNDS), and prepare summary position descriptions with Full Time Equivalent (FTE) analysis of effort needed to fulfill the responsibilities of those positions
- Assessment will emphasize strengthening the roles of the National Program to Fight Malaria and the National Program to Fight STDs/HIV/AIDS
- Analyze and assess proposed restructuring of Ministry of Health and Social Welfare, including the creation of a transparent financing mechanism for health sector projects, Financial and Administrative Arm (DAF), Social Welfare Arm (DGBS), the Delegation for Health and Social Welfare on the Mainland (DRSRI).
- Identify needed skills and current capacities for staffing the key functional areas at the upper to mid-level of administration, characterize disparities in needed skills, and potential sources of needed skills other than training.
- Identify needed programs and potential suppliers, including private sector NGO and multilateral entities, as well as schedules and costs for formal training in health administration; with emphasis on strategic planning, program implementation, proposal writing, budgeting, financial management, performance monitoring, technology transfer and communication.
- Identification of types and sources of technical assistance for on-the-job training of upper and staff level administrators in the health sector, with emphasis on development of financial management, monitoring, evaluation and communication skills.
- Preparation of a detailed Institutional Development Plan in sufficient detail for immediate execution, and including the following elements
 - Budget
 - Assignments of responsibility
 - Material needs, including information management technology and hardware
 - Procurement methods, including documentation, and
 - Evaluation plans
- Specific capacity needs identified in the national health care plan and interviews, as follows:
 - Reinforcing general administrative skills including planning, program implementation, proposal writing and program evaluation
 - Staff ability to requisition counterpart funds
 - Staff capacity for interagency coordination

- Ministry ability to facilitate NGO entry into EG
- Ministry ability to securely produce, procure, store and distribute medication and supplies

Initially as part of the developing the Capacity Building of the Ministry of Health it would be the strengthening the national information system and the support of the Demographic and Health survey.

Justification

Capacity for managing the health sector at the upper and mid administrative levels was a frequently identified critical need for implementation of PNDS. Though high priority areas were identified to the SNA team, no formal approach has yet been articulated. The Ministry of Health and Social Welfare needs administrative support to be able to address the growing health needs and to be able to leverage the technical support of donor agencies and private sector investments in health.

Direct Beneficiaries

Ministry of Health and Social Welfare upper and mid level administrative staff.

Constraints

Current procurement capabilities of Ministry of Health and Social Welfare will seriously hamper contracting of the outside technical assistance needed for the activity's first step of institutional analysis. Multilateral and bilateral funds are constrained by counterpart funding match requirements. Without a fast-track means of executing the initial procurement of technical assistance, there will be little effectiveness in the implementation of the longer-range institutional strengthening activities.

Key Players

- Ministry of Health and Social Welfare: Minister and Planning Staff
- Existing Bilateral and Multilateral Program Personnel including WHO, PNUD, UNICEF, AECI, UNAIDS
- Private Sector Donors to Health Sector

Nature of the Project

Contracting a short term consultant to develop a specific implementation plan that will guide the activities in these areas until 2010.

Training in the different areas of management and administrative process of 30% of the technical staff at central level, 20% at Provincial level and 40% of the Districts and Health Centers.

Providing of technical assistance for establishing a supervision system that supports Primary Health Care.

Strengthening the national information system with training of 30 new statisticians and supporting the development of a medium term operations plan

Contributing to the design and implementation of the first Demographic and Health Study that will provide needed indicators for monitoring the health system and the Millennium Development Goals in the health sector.

Estimated budget 2007/2008:

Approx. CFA 700,000,000
USD 1,400,000

Improve of Health Promotion Programs in other Multisectorial Programs

Summary Description and Immediate Objectives

To improve the awareness of students related to principal health problems, and to detect and correct vision problems they may have. The project will also initiate prevention of blindness activities for adults and elderly people, with exams to detect problems and treatment to resolve them, thus providing detection and correction mechanisms.

Some of these activities will be developed in coordination with the Ministry of Education, Science and Sports, in relation with a health promotion program that has a special focus on the main problems of the children and adolescents, like malaria, HIV/AIDs, and visual problems.

This project would be initiated on Bioko Island and later on the Continent. The first phase will consist of organization of educational material and health modules for the schools, reproduction of the material, and minimum specialty equipment for diagnosing acute vision problems. The second phase, implementation, will begin with training teachers to develop education health materials. The third phase begins using the developed health modules and diagnosing vision problem among the students.

Justification

There are currently no health promotional programs for student and there also is not a program for detecting and correcting vision problems. Projects in this area will have a direct impact in the behavior of the students in avoiding common health problems and having healthy vision, both of which contribute to the improvement of daily life.

Direct Beneficiaries

Ministry of Health and Social Welfare
Ministry of Education, Science and Sports
Students and adults affected

Key Players

Ministry of Health and Social Welfare
Spanish Cooperation
NGOs
Cubans Cooperation

Nature of the Project

In this program is expecting the participation of 90% of Primary and Secondary schools of Bioko in a first phase of development of this program and in a second Phase providing these services in the Mainland.

Selections of a Team of Professor in each schools and train them to help in the measure of acute visual problems of the students

100% detection of the acute visual problems among the students

Resolution for 90% of the visual problems found

Reference of cases found with cataracts from the health Post, Health Center and Hospital

Organize two centers for providing surgical process for cataracts

Resolution of 80% of the cataracts found

Distribution of health promotional material related with AIDS, Malaria and other prevalent diseases among 90% of the schools.

Estimated budget 2007/2008:

Approx. CFA 500,000,000

USD 1,000,000

ANNEX 11 SOCIAL AFFAIRS AND GENDER ISSUES SECTOR PRIORITIES AND PROJECT PROFILES

The social affairs and gender issues sector priorities identified in the SNA of the BSR report have been largely updated by the Minister of Social Affairs and Women's Rights and her technical team with support from the long-term technical advisor. Although most of the issues underlined in the BSR report two years ago remain the same, their order of priority may have changed. Moreover, three new priorities have been established by the Ministry: female literacy, the role of rural women in the development of EG, and the situation of the elderly.

INSTITUTIONAL STRENGTHENING FOR THE MINISTRY OF SOCIAL AFFAIRS AND WOMEN'S RIGHTS

As a first priority for the Minister and her technical team is an institutional capacity program. The Ministry of Social Affairs and Women's Rights will require extensive technical assistance to fulfill its mission and scope: mitigating traditional and discriminatory subjugation of women and unequal treatment of girls as well as addressing the needs of children. Moreover, the organization's mandate extends to the protection of orphans, the aged and handicapped.

The Ministry is critically limited in its ability to engage not only in the development of short, medium or long-term goals and objectives, but also in its capacity to implement its multisectoral national action plan in an organized way. Capacity-building will address the Ministry's weaknesses in the following areas: (i) administrative management; (ii) human resource management; financial systems; (iii) planning and implementation; and (iv) better coordination between the central level and local offices of the Ministry.

THE RIGHTS OF CHILDREN AND WOMEN

In Equatorial Guinea (EG), most rights of children are legally addressed through the law, for instance the Constitution or the Convention on the Rights of the Child (CRC), which was ratified in 1992. The GREG has also adopted legislative measures to facilitate the implementation of the Convention on the Rights of the Child. Moreover, a Decree (100/1997) established a National Committee for the Rights of the Child. However, the law remains largely a declaration of intentions, as neither adequate structures nor concrete programs or projects are in place to effect such aspirations. Furthermore, the National Committee for the Rights of the Child has enjoyed limited success in coordinating and evaluating the implementation of the CRC. Very recently (January 2007), the Minister of Social Affairs and Women's Rights, with support from

UN agencies and the Spanish Cooperation, has decided to address the many issues that children face in EG and have launched a study on domestic violence against women and children. This new orientation should not only stimulate the National Committee's efforts to implement the CRC, but it should also help the Ministry of Social Affairs and Women's Rights to advocate for new policies and programs in favor of children and women's rights.

Overall, protection of women and children in EG remains thwarted by a lack of good statistics on the actual situation and insufficient application/respect of legislative measures. This problem is handled on a programmatic level by the Ministry of Social Affairs and Women's Rights whose actions have been reinforced by a presidential Decree establishing the National Policy for Women in EG (2002). In order to implement this National Policy, the Ministry has developed a Multisectoral National Plan of Action for Women's Rights and Gender Equity. The UN family, in particular, UNFPA supported the design of the Plan and advocated for the GREG to amend the revised and updated Family Code of EG to better support the rights of women and children.

As mentioned above, since the BSR report, the Ministry of Social Affairs and Women's Rights, with joint support from the UN family, has undertaken a study on domestic violence against women and children in EG. The first phase of the study conducted on the island of Bioko is finished but the preliminary results are not available yet. The second phase of the study should start on the continental part of the country. UNICEF is leading the organization of this study and should make the results available to the general public in the next few months. It was decided by the Minister and her technical team that the results of this study would be used to advocate for psychological support and legal aid to the victims of domestic violence.

Female literacy has been established as one of the priorities of EG by the President himself. Female literacy being a prerequisite to social and economic development, it has become not only a political priority, but also a strong development tool that the Minister of Social Affairs and Women's Rights will be using through a national program for female literacy. As part of female literacy, the Ministry will also address the issue of adolescents prematurely leaving the education system due to forced marriages and/or early pregnancies, among other barriers to their education.

In 1995, the EG government promulgated a law ensuring the right of both sexes to have access to education. While girls continue to dominate pre-school activity through the 4th grade, schooling beyond this point has seen limited success with girls. As mentioned above, early and unexpected pregnancy has been the driving force behind many girls dropping out of school. These early pregnancies are a symptom of girls marrying as young as age 13, and reflect a lack of sexual health education in the education curriculum. Currently, the Ministry of Education is working on a sexual health component in the new curriculum for secondary level education, but this does little for the many girls who drop out of school before finishing their primary education. There are also cases of sexual abuse and sexually transmitted diseases that culminate in girls dropping out of school. Furthermore, lack of ready access to potable water places a high burden on the women of the household to search for water, and in some cases,

this task can contribute to the high secondary school drop-out rate for girls who must contribute to household chores.

The importance of the civil society and the role of rural women were also identified as major areas of action by the Minister and her technical team. One of the objectives of the Ministry of Social Affairs and Women's Rights will be to identify, reinforce and strengthen local NGOs, associations and groups working on women's issues in EG. This will be undertaken in close collaboration with the Ministry of Interior and Local Affairs. In addition, the Ministry aims to reduce gender disparities by enhancing women's participation in economic development. Women represent the majority of the rural poor and play a major role in the survival strategies and economy of poor rural households in many African countries, including EG. Increasing the economic productivity of the rural poor is largely about enabling women to realize their socioeconomic potential more fully and improve their own and their families' quality of life.

Finally, issues related to the elderly are also part of the Ministry of Social Affairs and Women's Rights responsibility. Thus, before designing any programs or projects to address this population's specific needs, a study will be conducted at the national level to better understand their conditions of living and socio-economic reality.

Summary Description and Immediate Objectives

Female literacy is now considered a prerequisite to social and economic development and has become not only a political priority, but also a strong development tool that the Minister of Social Affairs and Women's Rights will be using through a national program for female literacy. In addition to literacy, this project will also support women's effort to enter the job market by providing them with additional basic professional skills.

General Objectives

Increase the female literacy rate in Equatorial Guinea.

Specific Objectives

1. Educate women in the country 30 Municipalities
2. Give participants the capacity to read and write correctly
3. Give participants the ability to better understand and solve daily life problems
4. Give participants the ability to carry out activities related to their usual occupation

Justification as Priority

Female literacy has been established as one of the priorities of EG by the President himself. This is also one of the key issues that the MINASPROM's Multisectoral National Plan of Action for Women's Rights and Gender Equity needed to address urgently. This project will address the Millennium Development Goal number 2, which is to achieve universal primary education and as a sub-title, to address youth illiteracy rate. The project will also meet Goal number 3 on the promotion of gender equity, which indicates, as a sub-title, the improvement of the ratio of young illiterate females to males for Equatorial Guinea.

Direct Beneficiaries

Illiterate women nationwide and their immediate families

Constraints

Efficiently mobilize women

Key players

- Ministry of Social Affairs and Women's Rights
- Ministry of Education, Science and Sports
- Ministry of Health and Social Welfare
- Ministry of Interior and Local Corporations

Nature of the Project

Community mobilization effort: Three social mobilization campaigns

Institutional strengthening for three NGOs that will participate in the project execution

Technical training for 350 participants

Workshops to train 177 teachers

Institutional strengthening of the project management unit in planning, management, statistics, and computer skills

3 Vehicles

9 computers (printers and software)

Estimated budget for 2007/2008:

Approx. CFAS 550,000,000

USD 1,100,000

Self-Employment Project for Rural Women in Equatorial Guinea (PRAMUR)

Summary Description and Immediate Objectives

The Ministry aims to reduce gender disparities by enhancing women's participation in economic development. Women represent the majority of the rural poor and play a major role in the survival strategies and economy of poor rural households in many African countries, including EG. This project is intended to increase the economic productivity of the rural poor, in particular that of women.

General Objectives

Capacity building and technical support for women's groups/organizations in rural areas

Specific Objectives

1. Support rural women to produce and transform food
2. Increase rural women's management capacity for efficient agricultural production
3. Creation of cooperatives
4. Contribute to increasing household revenue and living conditions

Justification as Priority

Increasing the economic productivity of the rural poor is largely about enabling women to realize their socioeconomic potential more fully and improve their own and their families' quality of life. This project will address the Millennium Development Goal number 1, which is to eradicate extreme poverty and hunger as well as the Goal number 7 on environmental sustainability. Regarding Goal number 7, the project will particularly address the sub-title on access to improved water source.

Direct Beneficiaries

Rural women and their family
Rural local markets and buyers

Constraints

Organize NGOs, associations of women and create cooperatives to ensure project sustainability

Key players

- Ministry of Social Affairs and Women's Rights
- Ministry of Agriculture
- Ministry of Fisheries and Environment
- Ministry of Interior and Local Corporations

- FAO

Nature of the Project

Community participation and mobilization effort: 2 campaigns of sensitization and 2 social mobilization campaigns

Participatory Rural Appraisal activities

Institutional and technical strengthening for 45 *agrupaciones* and four cooperatives that will participate in the project

Training for 45 *agrupaciones* in agricultural techniques

Workshops to train 37 trainers

Institutional strengthening of the project management unit in planning, management, statistics, and computer skills

4 Vehicles

7 computers (printers and software)

Estimated budget 2007/2008:

Approx. CFS 550,000,000

USD 1,100,000

Summary Description and Immediate Objectives

This project is intended to improve the overall performance of the Social Affairs and Gender sector. The activity will focus on the conduct of a formal institutional analysis of the MINASPROM as well as institutional and capacity building activities.

General Objective

Institutional and technical strengthening of the Ministry of Social Affairs and Women's Rights

Specific Objectives

- 1 Identify and define the key functional areas of responsibility for the MINASPROM and prepare summary position descriptions with Full Time Equivalent (FTE) analysis of effort needed to fulfill the responsibilities of those positions.
- 2 Identify needed skills and current capacities for staffing the key functional areas at the upper to mid-level administration, characterized by disparities in needed skills and potential sources of needed skills other than training.
- 3 Identify needed programs and potential suppliers, including private sector NGO and multilateral entities, as well as schedules and costs for formal training in educational administration with emphasis on budgeting, financial management, performance monitoring, technology transfer and communication.
- 4 Identify types and sources of technical assistance for on-the-job training of upper and staff level administrators in the education sector, with emphasis on development of financial management, monitoring, evaluation and communication skills, including private sector, NGO and multilateral entities.
- 5 Preparation of a detailed Institutional Development Plan in sufficient detail for immediate execution, including the following elements:
 - Schedule
 - Budget
 - Assignments of responsibility
 - Material needs, including information management technology and hardware
 - Procurement methods, including documentation, and
 - Evaluation plans

Direct Beneficiaries

MINASPROM's upper and mid-level administrative staff.

Justification as Priority

The Ministry of Social Affairs and Women's Rights will require extensive technical assistance to fulfill its mission and scope. The Ministry is critically limited in its ability to engage not only in the development of short, medium or long-term goals and objectives, but also in its capacity to implement its multisectoral national action plan in an organized way. This project will directly and indirectly address the Millennium Development Goal number 3, which is to promote gender equity.

Key players

Technical assistance
Ministry of Social Affairs and Women's Rights

Nature of the Project

Institutional capacity needs in the following areas for the Ministry personnel (30 persons in total):

Administrative management (15 persons)
Human resource management (8 persons)
Management Information Systems (10 persons)
Program Analysis, Planning, and Implementation (10 persons)
Financial planning capacity (6 persons)
Facilities rehabilitation and maintenance
10 computers (printers and software)

Estimated budget 2007/2008:

Approx. CFS 200,000,000
USD 400,000

Modernization of Job Training Centers for Women and Adolescents – Response to Young Adults’ High Drop-Out Rates

Summary Description and Immediate Objectives

As part of female literacy, the Ministry will also address the issue of adolescents prematurely leaving the education system due to forced marriages and/or early pregnancies, among other barriers to their education. The project aims to offer women and young adults the opportunity to go back to school and receive vocational and technical training.

General Objective

Refurbish and revise existing curricula of training centers for women and young adults

Specific Objectives

1. Rehabilitation of four training centers
2. Revision of existing curricula
3. Introduction of new courses. For instance, introduction of new courses in science and technology for women and adolescents
4. Support literacy activities for women (in the framework of the National Project on Women’s Literacy)
5. Promote women empowerment through their integration into the job market

Justification as Priority

Address the high drop-out rate among young women and the high rate of unemployment among women. This project will address the absence of link between training curricula offered in the job training centers and the labor market of EG. This project will address the Millennium Development Goal number 2, which is to achieve universal primary education and as a sub-title to address youth illiteracy rate. The project will also meet Goal number 8, which is to develop a global partnership for development and has, as a sub-title, to address youth unemployment.

Direct Beneficiaries

Adults and adolescents who have left the education system early

Constraints

Mobilize the target population

Key players

- MINASPROM
- Ministry of Education, Science and Sports
- Ministry of Interior and Local Corporations
- UNICEF
- UNFPA

Nature of the Project

Reconditioning and renovation of four job training centers

Revision of existing curricula and introduction of 9 new courses, including basic science and technical skills

Three workshops for 35 trainers

Institutional strengthening of the four job centers' administrative and management units in planning, management, statistics, and computer skills

9 computers (printers and software)

Estimated budget 2007/2008:

Approx. CFS 1,100,000,000

USD 2,200,000

Summary Description and Immediate Objectives

The project aims to support the MINASPROM's effort in coordinating the functioning of orphanages. It will address the lack of organization of these institutions and provide them with the necessary adequate equipment and services.

General Objectives

Support orphanages to ensure that orphans receive adequate treatment

Specific Objectives

Make sure that each orphanage functions properly and that each orphan receives the following:

1. Regular medical visits;
2. A dining room;
3. A recreational space;
4. An infirmary/pharmacy and the services of a nurse;
5. Adequate Nutrition supplement to ensure good physical and mental development of children; make sure that orphans have their own dormitory and bed

Justification as Priority

Orphanages are under the responsibility of the MINASPROM and are facing dire situations. There is an urgent need to address those issues to ensure that the orphans receive fair and adequate treatments. This project will address the Millennium Development Goal number 4, which is to achieve reduce child mortality.

Direct Beneficiaries

- Orphans
- Orphanages

Constraints

Help orphanages manage their institution in a transparent way

Key players

- MINASPROM
- Ministry of Health
- Ministry of Education, Science and Sports
- UNICEF

Nature of the Project

Reconditioning and renovation of three orphanages

Train the orphanages' personnel (16 persons) in early childhood specificities

Train orphanage personnel in providing adequate nutrition supplement to ensure good physical and mental development of children

Institutional and technical strengthening of the orphanages' administrative and management units, in order for them to function in a more transparent way

Provide each orphanage with: 1 computers (printers and software); regular medical visits; a decent playing ground; the services of a nurse

Estimated budget 2007/2008:

Approx. CFS 900,000,000

USD 1,800,000

Study on the Socio-Economic Situation of Women in Equatorial Guinea

Summary Description and Immediate Objectives

This project aims to conduct a comprehensive study on the situation of women. Such a study has never been conducted in Equatorial Guinea and would permit the MINASPROM, other line Ministries, and the donor community to have access to reliable data on women.

General Objectives

Assess the actual socio-economic situation of women in Equatorial Guinea (baseline study)

Specific Objectives

1. Update data on the living conditions of women at the national level
2. Identify barriers to a better involvement of women into the Equato-Guinean society and labor market
3. Identify ways to promote a better integration of women into the country's development efforts

Justification as Priority

Currently there are no recent data on the situation of women in Equatorial Guinea, which makes it difficult to address their specific needs. This project will address the Millennium Development Goal number 3, which is to promote gender equity.

Direct Beneficiaries

Women of EG

Constraints

Identify and train the field interviewers and gather reliable data

Key players

- MINASPROM
- Ministry of Interior and Local Corporations
- UNICEF
- UNFPA
- FAO
- UNDP

Nature of the Project

Detailed design of the study
Methodology development
Staffing: 1 Gender specialist/social scientist
Field interviewers' mobilization: 16 persons

Estimated budget 2007/2008:

Approx. CFS 200,000,000

USD 400,000

Summary Description and Immediate Objectives

This project aims to conduct a comprehensive study on the situation of the elderly in EG. Such a study has never been conducted in Equatorial Guinea and would permit the MINASPROM, other line Ministries, and the donor community to have access to reliable data on the elderly.

General Objectives

Assess the situation of the elderly so as to address their specific needs

Specific Objectives

1. Collect disaggregated data on the living conditions of the elderly at the national level
2. Develop concrete responses to the problems of this vulnerable group, in particular in rural areas

Justification as Priority

Currently there are no recent data on the situation of women in Equatorial Guinea, which makes it difficult to address their specific needs. This project will indirectly address the Millennium Development Goal number 1, which is to eradicate extreme poverty and hunger by providing reliable data on this vulnerable population group.

Direct Beneficiaries

The elderly

Constraints

Identify and train the field interviewers and gather reliable data

Key players

- MINASPROM
- Ministry of Health
- Ministry of Interior and Local Corporations
- UNFPA

Nature of the Project

Detailed design of the study
Methodology development
Staffing: 1 Social Scientist
Field interviewers' mobilization: 9 persons

Estimated budget 2007/2008:

Approx. CFS 150,000,000
USD 300,000

ANNEX 12 WATER AND SANITATION SECTOR PRIORITIES AND PROJECT PROFILES

The TSP team has identified 2 priority areas for action in the sector, many of which are already subject to planned or active interventions on the part of government institutions and collaborating entities, as follows:

- Support for Water and Sanitation Projects in Malabo and Bata
- Program to Provide Potable Water to Rural Areas
- Program for Potable Water and Sanitation for Schools
- Program for Trash Pickup in Malabo and Bata

Water borne diseases trigger 22% of all health consultations in EG and cause 16% of deaths in children under 5, making it the second deadliest disease for children after malaria. Water borne diseases are essentially diseases of poverty and lack of education and as such are almost entirely preventable, and the country needs an adequate source of potable water along with an adequate system for human waste disposal to address these issues.

It is estimated that 56% (Ministry of Social Affairs and Women's Rights 2000) of the population on Bioko Island has access to running water in the house but it is generally not potable. The data actually seems rather high. On the mainland, only 1% of individuals have access to running water, while 66% have access to a river or a traditional well, and 25% have access to spring or improved well water. There is a critical lack of potable water throughout the country even in Malabo where the water frequently shuts off in the dry season. One reason for this, according to the Municipality of Malabo, is that the new communities are tapping into an already overburdened system. In some of the shantytowns, the taps have been unauthorized and cause tremendous leakage. Most of the schools lack a source of potable water. The critical needs with regards to preventing water borne diseases are:

- Construction of reliable sources of potable water in Malabo and Bata;
- Assure that rural families have access to potable water at a reasonable distance from the home; and
- Assure that each student and teacher has potable water in the school.
- Assure that students and teachers have improved hygiene conditions at schools.

Inadequate disposal of sewage is related contributor for disease. The city of Malabo relies on an antiquated sewer system left over from colonial days that currently evacuates waste into the ocean. We were informed that the integrity of the pipes has been compromised and the waste contaminates the potable water system. It is estimated that 19% of homes in Malabo use an improved outdoor latrine. In the rural areas 77% of families use improved latrines, while 23% of families use a pit latrine with no lid.

In meetings with the mayoral office we were informed that there are proposals on the table through outside contractors to replace the aging water and sewer system. It is not know if the projects will move forward, but they should be considered a high priority, because solving the country's water and sewer sanitation problems would go a long way to reducing disease. The Ministry of Health and Social Welfare estimates that if potable water is provided and basic sanitation issues were solved, 40% of all health issues overall would be resolved.

Summary Description and Immediate Objectives

The project will provide support for the Mayors' offices of Malabo and Bata, and the central government of Equatorial Guinea in expediting civil design and constructing contracts. Training will cover standard instruments such as Build Own Operate and Build Own Transfer, and would cover phases of needs assessment, design, bid document preparation, advertising, competitive bid analysis, awarded and contract negotiations, monitoring and quality control, cost and schedule management, and change order/scope management.

Justification

Staff has limited capacity to oversee the tendering process and to manage this type of large-scale infrastructure program.

This project will contribute to achieve the following Millennium Development Goals objectives:

- Objective 4 - Reduce child mortality and
- Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

- Employees of the Malabo and Bata municipal governments

Key players

- Ayuntamientos of Malabo and Bata (lead actors)
- Ministry of Interior and Local Corporations
- Ministry of Planning, Economic Development and Public Investment
- Ministry of Health and Social Welfare

Potential Additional Involvement

- Commercial Sections of Bilaterals
- Industry Representative Groups
- Spanish Cooperation

Nature of the project

4 workshops are planned to train 20 technical staff of Municipalities of Bata and Malabo
2 workshops on projects preparation
80 training manuals produced
Equipments and materials delivered to Municipalities

Estimated budget 2007:

Approx. CFA 60,000,000
USD 120,000

Summary Description and Immediate Objectives

This program addresses the lack of access to potable water in rural areas.

Development Plan

- Assessment of access to potable water
- Assessment of internal capacity to implement program and the need for outside resources
- Identification of appropriate technology for water wells and hand pumps, in consideration of ease of maintenance, repair and replacement. Consider possibility of producing hand-pumps in EG.
- Evaluate possibility of training and hiring local well diggers to dig and maintain wells. Compare with cost of hiring large-scale private contractors or government public works
- Justification for prioritization of villages.
- Plan for sustainability of project include how to promote community ownership
- Recommendation for sanitation education campaign including content and dissemination
- Training plan for administrative staff and possibly well diggers
- Budget and timeline

Objectives

- Reduce burden of water-borne disease
- Reduce incidence of diarrheic diseases in all age groups especially children under the age of 5
- Reduce loss of productivity due to ill health
- Increase girls school attendance by reducing time spent supplying water to the family

Justification

The provision of water is overwhelmingly women's responsibility and burden, which limits energy and time needed to focus on education, family health and other needs.

This project will contribute to achieve the following Millennium Development Goals objectives:

Objective 2 - Achieve Universal Primary School

Objective 4 - Reduce child mortality and

Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

Rural population, especially women and children

Constraints

Because providing water is overwhelmingly a women's burden it is essential that women be consulted and involved at every step of the way.

It is essential that the program be focused on providing a source of water that will be owned and maintained by the community and that can be easily maintained and repaired with tools and parts that are readily available.

Key players

- Ministry of Interior and Local Corporations
- Ministry of Health and Social Welfare
- Ministry of Social Affairs and Women's Rights
- Ministry of Education, Science and Sports
- National Committee for Access to Potable Water
- Committees to Manage Water Wells
- Ministry of Fisheries and Environment
- UNICEF
- WHO

Nature of the project

The principal output of this project is the construction of 40 water wells
30 water pumps will be rehabilitated and 80 water committees established in both regions.

30 workshops are planned to train community leaders and local authorities

50 pumps will be provided to communities under the leadership of local authorities

600 manuals will be produced to complement training materials to deliver to committees members.

Estimated budget 2007/2008:

Approx. CFA 1,000,000,000

USD 2,000,000

Program for Potable Water for Schools

Summary Description and Immediate Objectives

The program will provide potable water in all preschools, elementary and secondary schools.

Development Plan

- Assessment of school water infrastructure
- Identify and define the key functional areas of responsibility required for the Program for Potable Water for Schools and prepare summary position descriptions with Full Time Equivalent (FTE) analysis of effort needed to fulfill the responsibilities of those positions
- Assessment of internal capacity to implement program and the need for outside resources
- Identification of appropriate technology for water wells and hand pumps – should consider ease of maintenance, repair and replacement
- Evaluate possibility of training and hiring local well diggers to dig and maintain wells. Compare with cost of hiring large-scale private contractors
- Training plan for administrative staff and possibly well diggers
- Budget and timeline

Objectives

- Reduce burden of water-borne disease
- Improve school attendance from reduced absenteeism because of ill health

Justification

Water-borne diseases (including diarrhea, parasitic infection, and typhoid) are a major cause of illness among young people in EG. Most of the schools lack a reliable source of potable water. By providing a secure source of water in the schools the majority of children in EG benefit from improved hygiene.

This project will contribute to achieve the following Millennium Development Goals objectives:

Objective 2 - Achieve Universal Primary School

Objective 4 - Reduce child mortality and

Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

- Preschool children

- Primary school children
- Secondary school children
- Teachers

Constraints

The project must address the issues of sustainability and determine how to ensure that the wells and pumps are adequately maintained.

Key players

- Ministry of Education, Science and Sports
- Ministry of Health and Social Welfare
- National Committee for Access to Potable Water
- Ministry of Interior and Local Corporations
- Ministry Fisheries and Environment
- UNICEF
- UNDP
- WHO
- Dirección General de Enseñanza Primaria y Alfabetización
- Dirección Nacional de Educación Preescolar
- Dirección General de Enseñanza Secundaria
- Periferal Committees for Management of Water Wells

Potential Additional Involvement

- Spanish Cooperation (AECI)
- FERS
- EnterpriseWorks (formerly Appropriate Technology International) has a track record of designing locally made pumps and providing capacity building
- The Canadian NGO CAWST provides training and sanitation programs
- Companies of oil sector

Nature of the project

This project will ensure the construction of 40 water wells in schools

12 water pumps will be rehabilitated

300 members of Asociacion de Padres de Alumnos (APA) will be trained on water utilization 120 teachers trained on adequate use of water.

40 pumps will be provided to schools

500 manuals will be produced to complement training materials to deliver to APA's members and teachers.

Estimated budget 2007/2008:

Approx. CFA 100,000,000

USD 2,000,000

Program for Sanitation in Schools

Summary Description and Immediate Objectives

- UNICEF is currently implementing a project for constructing latrines at schools in coordination with Ministry of Education, Science and Sports and Mobil Equatorial Guinea which has provided funds for this project. As with all projects, this effort must include a capacity building and sustainability component to ensure that the latrines will be maintained and that there will be funds to rebuild them as they deteriorate. As with project Program for Potable Water for Schools, it is important that the latrines and toilets be of locally available material that is easy and inexpensive to maintain. There is also the opportunity to train local contractors in latrine building and the possibility of incorporating a micro enterprise component to fund and train small-scale private contractors.

Development Plan

- Assessment of school sanitation infrastructure
- Identify and define the key functional areas of responsibility required for the Program for Sanitation in Schools and prepare summary position descriptions with Full Time Equivalent (FTE) analysis of effort needed to fulfill the responsibilities of those positions
- Assessment of internal capacity to implement program and the need for outside resources
- Identification of appropriate technology and design for latrines – should consider ease of maintenance, repair and replacement
- Evaluate possibility of training and hiring local laborers to build and maintain latrines. Compare with cost of hiring large-scale private or government contractors.
- Training plan for administrative staff and for latrine construction
- Budget and timeline

Objectives*

- Construction of child-sized latrines for preschools (estimated at 1 latrine per 32 children)
- Construct of toilets for teachers of preschools
- Construct of latrines for primary school students and toilets for staff
- Construct of toilets for students and teachers of secondary schools

* From Ministry of Education, Science and Sports project profiles

Justification

Water-borne diseases (including diarrhea, parasitic infection, and typhoid) are a major cause of illness among young people in EG. Most of the schools lack adequate latrines for the children and the teachers. By providing sanitary latrines, the project prevents the spread of disease through human waste among students.

This project will contribute to achieve the following Millennium Development Goals objectives:

Objective 2 - Achieve Universal Primary School

Objective 4 - Reduce child mortality and

Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

- Preschool children and teachers
- Primary school children and teachers
- Secondary school children and teachers

Constraints

The project must address the issues of sustainability and determine how to ensure that the latrines and toilets are adequately maintained.

Key players

- Ministry of Education, Science and Sports
- Ministry of Health and Social Welfare
- National Committee for Access to Potable Water
- Ministry of Interior and Local Corporations
- Ministry of Fishing and Environment
- UNICEF
- WHO
- Direccion General de Ensenanza Primaria y Alfabetizacion
- Direccion Nacional de Educacion Preescolar
- Direccion General de Ensenanza Secundaria
- Centro Directivo del Ministerio de Educacion y Ciencia

Potential Additional Involvement

- Spanish Cooperation (AECI)
- FERS
- The Canadian NGO CAWST provides training and sanitation programs

Nature of the project

This project will ensure the construction of 200 latrines in schools
35 latrines will be repaired

300 members of Asociacion de Padres de Alumnos (APA) will be trained on latrine utilization 120 teachers trained on adequate use of letrines.

Building materials will be provided to schools

500 manuals will be produced to complement training materials to deliver to APA's members and teachers.

Estimated budget 2007/2008:

Approx. CFA 282,500,000

USD 565,000

Program for Trash Pickup in the Cities of Malabo and Bata

Summary Description and Immediate Objectives

This program seeks to guarantee in an ongoing manner the sanitation and clean-up activities in the urban environment of the capital city of Malabo and the second largest city of Bata. The aim is to eradicate epidemics produced by the noxious effects of unsanitary conditions.

Objectives

Guarantee the cleaning, with a selective pickup and treatment of trash in Malabo and Bata, including their respective neighborhoods. The term “cleaning” refers specifically to:

- Cleaning the bottom of building sites and public zones whether containing construction or not
- Selective pick-up of trash, plants and other wastes; their removal and treatment in the trash dumps
- Prohibiting mechanic shops and carpenters from operating in the urban quarter and in public roadways
- Prohibiting the repair of vehicles in public roadways
- Whatever other task that contributes to environmental sanitation
- Cleaning and maintenance of sewer system
- Maintenance of trash dumps
- Cleaning of the rivers that cross the cities of Malabo and Bata in their respective neighborhoods

Justification

The Government of Equatorial Guinea considers this project to be a priority, with the view that the proposed objectives will ensure a state of social, mental, physical and economic well-being.

This project will contribute to achieve the following Millennium Development Goals objectives:

Objective 2 - Achieve Universal Primary School

Objective 4 - Reduce child mortality and

Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

All the inhabitants of Malabo and Bata, without exception.

Restrictions

The Government of Equatorial Guinea must guarantee sufficient economic subsidies and equipment to the cleaning campaigns, and the maintenance of the trash dumps until the end of the project.

Key Players

- Ministry of Interior and Local Corporation
- Municipal Councils of Malabo and Bata
- Community of neighbors

Additional Potential Involvement

- Ministry of Fisheries and Environment
- National and International NGOs

Nature of the project

This project is focus on providing cleaning services in both cities, Malabo and Bata.
20 members of City Halls of Malabo and Bata will be trained on Management
6 lorries and others cleaning equipments and material will be provided
Mass media campaign will help to sensitize citizens of both cities
Information materials will be produced and placed in strategic points of the cities

Estimated budget 2007/2008:

Approx. CFA 10,500,000,000
USD 21,000,000

Program to Promote Health Education through Mass Media

Project Description and Objectives

Comprehensive radio education project to include assessment of national capacity to use mass media (radio) for education, multisectoral coordination and capacity building to develop content for disease prevention education.

Program components

Development Plan

Assessment of capacity to develop and broadcast content within local radio stations, Ministry of Information, Tourism and Culture, MINSABS, MINEDUC, MINASPROM

Description of educational content to be developed and description of radio-based programs

Identification and definition of functional areas of responsibility, staffing and effort (FTE) needs, capacity assessment and training plan, procurement needs and procurement plans,

Characterization of radio use, and distribution

Assessment of effectiveness of radio as an educational tool particularly for rural communities and recommendations for next steps

Assessment of availability of radio content from other sources including NGOs, multi and bi-laterals nationally and overseas, including Latin America

Budget for proposed programmatic activity

Implementation of Development Plan

Objectives

To increase coverage of health prevention education particularly in rural areas

To provide a low-cost and effective approach to ongoing training

To accelerate the speed and effectiveness of communicating with at-risk communities around health and education issues

Justification

Equatorial Guinea lacks an effective, low cost means of communicating with the general population. Access television and, to a lesser extent, radio is severely limited in rural areas (representing more than 60% of population). Health education dissemination relies on traditional communication approaches: via Neighborhood Associations and Community Councils (UNICEF). Use of radio to disseminate health information, including malaria and AIDS prevention, would rapidly accelerate the speed and coverage.

As a Spanish-speaking country, EG can also leverage the wealth of content available in Latin and Central America as well as Spain.

This project will contribute to achieve the following Millennium Development Goals objectives:

Objective 1 – Eradicate extreme poverty and hunger

Objective 2 - Achieve universal primary school

Objective 3 - Reduce child mortality and

Objective 4 - Reduce child mortality and

Objective 5 – Improve Maternal Health

Objective 6 – Combat HIV/AIDS, malaria and other diseases

Objective 7 - Ensure Environment sustainability

Direct Beneficiaries

Rural communities

Workers in Health, Education and Municipalities

At-risk groups

Key players

Ministry of Information, Tourism and Culture (lead actor)

Ministry of Interior and Local Corporations

MINSABS

MINEDUC

MINASPROM

Potential Additional Involvement

WHO

UNFPA

UNICEF

Existing bilateral and multilateral program staff NGOs and other research organizations

Private sector donors

Nature of the project

This project will deliver education and information for communities in rural areas of four provinces.

80 radio programs will be produced and delivered

10 television programs produced

30 technical staffs trained on communication issues

Rural radios provided with equipments and materials

Estimated budget 2007/2008:

Approx. CFA 20,000,000

USD 40,000

ANNEX 13 DESCRIPTION OF CROSS-CUTTING TRAINING PROGRAMS

Strategic Planning

Schedule

- To be scheduled

Language

- Spanish

Objective

The course mentioned above, presented by The Fund's team of technical advisors, has two variants: a one-week version at The Fund office in Malabo and a one-day version at the GREG training centers. It is designed primarily for 20 GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Fund for Social Development.

Course Description

The course focuses on the conceptual and operational framework of strategic planning that is consistent with the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on Government regulations and accounts and other data sources.

Budget Preparation, Execution and Reporting

Schedule

- March 26-30, 2007. Budget preparation
- April 9-13, 2007. Budget execution
- April 23-27, 2007. Cash Management and Financial Planning

Language

- Spanish

Objective

Each course mentioned above, presented by The Fund's team of technical advisors, has two variants: a one-week version at The Fund office in Malabo and a one-day version at the GREG training centers. Each is designed primarily for 20 GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Fund for Social Development.

Course Description

Each course focuses on the conceptual and operational framework of budget preparation, execution and reporting for the Fund for Social Development presented in the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts, accounting principles, and detailed classifications are dealt with in the context of budgeting. Each course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data sources.

Intermediate and Final Outputs

Intermediary outputs include the organization and delivery of training courses and workshops, preparation of training materials and support to the training activities of others. Final outputs include an enhanced set of skills for 20 GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Fund for Social Development.

Program and Project Management

Schedule

- To be scheduled

Language

- Spanish

Objective

The course mentioned above, presented by The Fund's team of technical advisors, has two variants: a one-week version at The Fund office in Malabo and a one-day version at the GREG training centers. It is designed primarily for 20 GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Fund for Social Development.

Course Description

The course focuses on the conceptual and operational framework of Project planning and management that is consistent with the Guidelines for Public Expenditure Management and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data sources.

Intermediate and Final Outputs

Intermediary outputs include the organization and delivery of training courses and workshops, preparation of training materials and support to the training activities of others. Final outputs include an enhanced set of skills for 20 GREG officials whose main responsibility is the preparation, execution and reporting of social public expenditures for the Fund for Social Development.

Program and Project Appraisal

Schedule

- To be scheduled

Language

- Spanish

Objective

The course mentioned above, presented by The Fund's team of technical advisors, has two variants: a one-week version at The Fund office in Malabo and a one-day version at the GREG training centers. It is designed primarily for 20 GREG officials whose main responsibility is the preparation of social public expenditures for the Fund for Social Development.

Course Description

The course focuses on the conceptual and operational framework of Project Appraisal that is consistent with the Guidelines for Public Expenditure Management, the Manual for Investment Operations and the Code of Good Practices on Fiscal Transparency. Basic concepts and practices are dealt with in the context of budgeting. The course is organized around a series of case studies, each a self-contained exercise based on government regulations and accounts and other data source.

Intermediate and Final Outputs

Intermediary outputs include the organization and delivery of training courses and workshops, preparation of training materials and support to the training activities of others. Final outputs include an enhanced set of skills for 20 GREG officials whose main responsibility is the preparation of social public expenditures for the Fund for Social Development.