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FINAL REPORT

OACPS STRATEGY FOR MOBILISING DEVELOPMENT FINANCING RESOURCES

(RMS-OACPS /DF)

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CONTENTS

LIST OF TABLES	3
ABBREVIATIONS AND ACRONYMS	4
EXECUTIVE SUMMARY	7
I. INTRODUCTION	9
II. CONTEXT OF THE DRAFTING AND OBJECTIVES OF THE RMS.....	12
2.1 Context for the preparation of the RMS	12
2.2 Objectives of the RMS	13
III. REVIEW OF THE CURRENT RESOURCE MOBILISATION SITUATION WITHIN THE OACPS, DEVELOPMENT FINANCING LANDSCAPE AND ESTIMATION OF RESOURCES REQUIRED	14
3.1 Current resource mobilisation situation	14
3.2 Development financing landscape	15
3.2.1 Traditional partners involved in development financing.....	16
3.2.2 New partners involved in development financing.....	22
3.3 Estimate of the resources required to fund the Secretariat and the OACPS operational programmes and projects and mobilisation scenario.....	25
IV. GUIDING PRINCIPLES AND AXES OF THE RMS	29
4.1 Guiding principles of the RMS	29
4.2 Axes of the RMS.....	31
V. FINDINGS ON RESOURCE MOBILISATION BEST PRACTICES AND RECOMMENDATIONS FOR THE IMPLEMENTATION OF THE OACPS RMS	35
5.1 Conclusions on best practices in resource mobilisation	35
5.2 Recommendations for the implementation of the OACPS RMS.....	35
VI. IMMEDIATE CAPACITY BUILDING NEEDS AND RMS RESULTS AND M&E FRAMEWORK.....	38
6.1 Immediate capacity building needs.....	38
6.2 Simplified OACPS RMS results and monitoring-evaluation framework.....	38

LIST OF TABLES

Table 1 Changes in the OACPS Secretariat's operating budget between 2019 and 2023..... 14

Table 2: Overview table of traditional development financing actors 21

Table 3: Overview table of new development financing actors 24

Table 4: Rough estimate of the 2024-2025 budget (in euros)..... 26

Table 5: Sectoral breakdown of the budget for OACPS programmes and projects in 2024 and 2025 26

Table 6: Financing scenarios for the OACPS Secretariat and its operational programmes and projects 27

Table 7: Immediate needs for strengthening the human resources of the OACPS Secretariat 38

Table 8: Simplified OACPS RMS results and monitoring-evaluation framework 39

ABBREVIATIONS AND ACRONYMS

ABC	: Agence brésilienne de coopération [Brazilian cooperation agency]
ACDI	: Agence canadienne du développement international [Canadian International Development Agency]
ACP	: Africa, Caribbean and Pacific
AECI	: Spanish Agency for International Development Cooperation
AfD	: Agence française de développement [the French Development Agency]
AfDB	: The African Development Bank
IDA	: International Development Association
MIGA	: Multilateral Investment Guarantee Agency
ODA	: Official development assistance
AUDA-NEPAD	: African Union Development Agency - New Partnership for Africa's Development
BADEA	: Arab Bank for Economic Development in Africa
EIB	: European Investment Bank
EBID	: ECOWAS Bank for Investment and Development
IBRD	: International Bank for Reconstruction and Development
WB	: World Bank
BRICS	: Brazil, Russia, India, China and South Africa
EC	: European Commission
AEC	: East African Community
CARICOM	: Caribbean Community
CARIFORUM	: Caribbean Forum
UNFCCC	: United Nations Framework Convention on Climate Change
CCOIR	: Coordination Committee of Interregional Organizations
CoA	: Committee of Ambassadors
CDB	: Caribbean Development Bank
EC	: European Commission
EEC	: European Economic Community
ECOWAS	: Economic Community of West African States
ECCAS	: Economic Community of Central African States
CEMAC	: Central African Economic and Monetary Community
DFC	: Development Financing Cooperation
CIDCA	: China International Development Cooperation Agency
IPPC	: International Plant Protection Convention
UNCTAD	: United Nations Conference on Trade and Development
IOC	: Indian Ocean Commission
COMESA	: Common Market for Eastern and Southern Africa
COP	: Conference of the Parties
COM	: Council of Ministers
SS&TC	: South-South and triangular cooperation
DANIDA	: Danish Agency for International Development
DFID	: Department for International Development
ENABEL	: Belgian Development Agency
EUR	: Euros
ADF	: African Development Fund
FCDO	: Foreign, Commonwealth & Development Office
GDSSCF	: Global Development and South-South Cooperation Fund
EDF	: European Development Fund
GEF	: Global Environment Facility

FFD	: Fonds fiduciaire et de dotation [Trust and Endowment Fund]
FFRD	: Resilience and Sustainability Trust Fund
IFAD	: International Fund for Agricultural Development
IMF	: International Monetary Fund
FMPP	: The Global Fund for loss and damage for vulnerable countries affected by climate disasters
SFD	: Saudi Fund for Development
ISFD	: Islamic Solidarity Fund for Development
NTF	: Nigeria Trust Fund
GAVI	: Global Alliance for Vaccines and Immunization fund
GCF	: Green Climate Fund
GIZ	: German Agency for International Development Cooperation
GPE	: Global Partnership for Education
IASD	: International Agency of Sovereign Development
IRTI	: Islamic Research and Training Institute
IsDB	: Islamic Development Bank
NDICI	: Neighbourhood, Development and International Cooperation Instrument
JICA	: Japan International Cooperation Agency
KFAED	: Kuwait Fund for Arab Economic Development
KOICA	: Korea International Cooperation Agency;
MFDP	: Macroeconomics, Development Finance and Programming Department
NDB BRICS	: BRICS New Development Bank
NIB	: Nordic Investment Bank
NORAD	: Norwegian Agency for Development Cooperation
SDG	: Sustainable Development Goals
OACPS	: Organisation of African, Caribbean and Pacific States
OECS	: Organisation of Eastern Caribbean States
OFID	: OPEC Fund for International Development
MDG	: Millennium Development Goals
UN	: United Nations
UNAIDS	: Joint United Nations Programme on HIV/AIDS
AAAA	: Addis Ababa Action Agenda
ICP	: International cooperation partners
SIDS	: Small island developing States
LDCs	: Least developed countries
SME-SMI	: Small and medium-sized enterprise-small and medium-sized industry
PMER	: Planning, monitoring, evaluation and reporting framework
SP	: Strategic plan
LLDC	: Landlocked Developing Countries
QFFD	: Qatar Fund for Development
SADC	: Southern African Development Community
IFC	: International Finance Corporation
PIFS	: Pacific Islands Forum Secretariat
ICIEC	: The Islamic Corporation for the Insurance of Investment and Export Credit
ICD	: Islamic Corporation for the Development of the Private Sector
SIDA	: The Swedish International Development Cooperation Agency
ITFC	: International Islamic Trade Finance Corporation
RMS	: Resource mobilisation strategy
ToR	: Terms of Reference
ICT	: Information and communication technologies
TIKA	: Turkish Cooperation and Development Agency
AU	: African Union

EU	: European Union
WAEMU	: West African Economic and Monetary Union
UNESCO	: United Nations Educational, Scientific and Cultural Organization
USSR	: Union of Soviet Socialist Republics
USAID	: United States Agency for International Development
USD	: United States dollar
VNG	: International Cooperation Agency of the Association of Netherlands Municipalities

EXECUTIVE SUMMARY

1. The Organisation of African, Caribbean and Pacific States (OACPS) is an international organisation of 79 developing States that was established in 1975 by the Georgetown Agreement and revised at the 9th ACP Summit of Heads of State and Government in Nairobi, Kenya, in December 2019. Initially set up in the form of a Group of ACP States to coordinate cooperation with the European Economic Community (EEC) which has since been renamed the European Union (EU), OACPS has been firmly committed to multilateralism since 5 April 2020 and the entry into force of the revised Georgetown Agreement.
2. The OACPS's mission within this new context is to accelerate the political, economic and social progress of its people through proper governance, the eradication of poverty, trade promotion, sustainable development and equitable integration into the world economy. In this regard, its vision is to become the first transcontinental organisation working in solidarity to improve the standard of living of its people through the diversification of strategic partnerships within the framework of South-South and North-South cooperation.
3. The Secretariat, the executive body and backbone of the OACPS, ensures the implementation of the decisions of the other bodies and of the Partnership Agreement with the EU and of any agreements that may be entered into with other development partners and provides services to the OACPS bodies and any joint institutions established with all external parties.
4. The Secretariat has developed a four-year 2022-2025 Strategic Plan (SP) to support the transformation of the OACPS, focused on five strategic objectives, each broken down into several outcomes and related products. The fifth one of these objectives is to ensure sustainable financing of the Secretariat to enable it to reform and to provide adequate and effective support to the different bodies from the Organisation. Within this context, the DT Global office was assigned the mission to support the development of an OACPS resource mobilisation strategy (RMS). This document constitutes the final version of the final report for this mission.
5. One thing that particularly stands out in the context in which this strategy was drawn up is the new commitment to multilateralism that requires the diversification of financing sources and therefore the adoption of a resource mobilisation strategy, all the more so since the Organisation had never adopted such a strategy despite operating since 1975.
6. Another distinguishing feature of the context in which the strategy has been drawn up is the expiry of the Cotonou Partnership Agreement governing cooperation relations between the EU and the ACP countries since 2000 and, above all, the end of its financing protocol constituting the European Development Fund (EDF). This has led to a substantial change in the legal and institutional basis and scope of the financing mechanism for EU-OACPS cooperation.
7. The overall objective of the strategy is to ensure stable, sustainable and sufficient financing of OACPS operational programmes and projects and the running of its

Secretariat with a view to contributing to the financing of development in the Organisation's member countries to meet the Sustainable Development Goals (SDGs) as well as to diversify strategic partnerships. This general objective is all the more relevant given how the current resource mobilisation situation does not allow for adequate financing. In fact, the Trust and Endowment Fund (FFD) is still not operational while adaptation to the EU pillars has not yet taken place, something that is hindering full access to the resources of the neighbourhood, development cooperation and international cooperation instrument (NDICI), “Europe in the World”, the general framework for financing EU external operations. Moreover, the mobilisation rates of Member States’ contributions to the Organisation’s financing remain relatively low. However, the wide range of stakeholders in the development financing landscape offers real opportunities for diversifying sources of financing for the OACPS.

8. The proposed RMS for the OACPS is based on guiding principles and is focused on axes that draw their foundations from the 2019 Nairobi Nguvu Ya Pamoja Declaration, the 2022 Luanda Declaration and the principles of the Addis Ababa Action Agenda (AAAA) adopted by the international community in June 2015 as a new global framework for financing sustainable development aligned with the vision set out in Agenda 2030. The six principles are (i) to respond to the needs of the OACPS in an increasingly uncertain international context, (ii) to foster the complementarity of sources of financing and resources, (iii) to promote effectiveness and efficiency, (iv) to diversify strategic partnerships and optimise national, regional and international synergies, (v) to build capacity, and (vi) to perform results-oriented programming and implementation. The four pillars of the strategy are (i) planning, budgeting, monitoring and evaluation, (ii) capacities for resource mobilisation, (iii) consolidation and diversification of financing sources, and (iv) a framework for Dialogue with cooperation partners.
9. The examination of best practices in resource mobilisation observed in international organisations allows conclusions to be drawn that form the basis for useful recommendations for the implementation of the OACPS RMS. These recommendations include:
 - 9.1. the identification of needs, both in terms of financial resources and capacities;
 - 9.2. Increasing the volume of resources mobilised from the EU, Member States and donors who are already partners of the OACPS;
 - 9.3. the identification of donors and potential opportunities offered by each one of them and the operationalisation of the Trust and Endowment Fund (FFD);
 - 9.4. the development and implementation of a communication, advocacy and approach strategy tailored to each donor; and
 - 9.5. the establishment and maintenance of partnerships with resource providers.
10. The last step involves the identification of immediate human capacity building needs required to successfully implement the RMS and the proposal of simplified results and monitoring-evaluation framework for this RMS.

1. INTRODUCTION

11. Initially set up as an ACP Group of States to coordinate cooperation with the EEC, which has since been renamed the EU, the OACPS has been firmly committed to multilateralism since the entry into force of the revised Georgetown Agreement, which it considers “an essential instrument enabling States to develop and maintain equitable economic and social relations on a global scale”¹.
12. The OACPS's mission within this new context is to “accelerate the political, economic and social progress of our people through proper governance, the eradication of poverty, trade promotion, sustainable development and equitable integration into the world economy”. In this regard, a vision was adopted consisting of “becoming the first transcontinental organisation working in solidarity to improve the standard of living of our people thanks to South-South and North-South cooperation”. This mission and vision will be served by the strong values of “Solidarity, Peace and Security, Good Governance and Rule of Law, Social Justice, Unity and Diversity” promoted by the Organisation.
13. The revised Georgetown Agreement defines eleven objectives for the implementation of the OACPS's vision and the achievement of its mission:
 - 13.1. Promoting Member States' efforts to “eradicate poverty, achieve sustainable development and reap the full benefits of trade, through their progressive and more effective participation in the global economy”;
 - 13.2. The promotion and strengthening of unity and solidarity between Member States and understanding between their people;
 - 13.3. The consolidation, strengthening and maintenance of peace and stability as a prerequisite for improving the well-being of the people from the OACPS, in a democratic and free environment;
 - 13.4. The deepening and strengthening of economic, political, social and cultural relations between the Member States through regional integration, strategic partnerships between the OACPS regions and interregional cooperation in the fields of trade, science and technology, industry, transport and communications, education, training and research, information and communication, environment, demography and human resources;
 - 13.5. The promotion of policies aimed at the sustainable development of the Member States, particularly in terms of the environment and the rational management of natural resources;
 - 13.6. Providing a forum for the formulation and coordination of common positions on global issues;
 - 13.7. Advocating for a fair, equitable and rules-based multilateral system that contributes to economic growth and sustainable development in OACPS Member States;

¹ The Nairobi Nguvu Ya Pamoja Declaration of 11 December 2019 sanctioning the 9th ACP Summit of Heads of State and Government.

- 13.8. Developing strategic relationships and partnerships with external parties, including within the Global South, as well as with regional and international organisations with the aim of building a global consensus on South-South and triangular cooperation;
 - 13.9. Strengthening the political identity of the OACPS to enable it to act as a coherent political force in international fora and to ensure that its specific interests are taken into account;
 - 13.10. The promotion and strengthening of political dialogue within the OACPS in order to consolidate unity and solidarity within it;
 - 13.11. The strengthening of regional mechanisms for the prevention, management and peaceful resolution of conflicts, pursuing and developing cooperation between the Member States of the OACPS and between them and other States.
14. The meeting of these objectives involves the different bodies from the OACPS, namely (i) the Summit of Heads of State and Government, (ii) the Council of Ministers (CoM), (iii) the Sectoral Ministerial Committees, (iv) the Committee of Ambassadors (CoA), (v) the Parliamentary Assembly of the OACPS, and (vi) the OACPS Secretariat.
 15. The Secretariat, the executive body of the OACPS and whose missions have been expanded and strengthened, particularly in terms of support to Member States for the mobilisation of resources and for addressing the thorny issue of debt which burdens the financing capacities of most of these States², plays a key role in the Organisation. This party ensures the implementation of the decisions of the other bodies and of the Partnership Agreement with the EU and of any agreements that may be signed with other development partners. It also provides services to the bodies from the OACPS and to any joint institutions established with all external parties.
 16. The Secretariat's four-year 2022-2025 SP to support the transformation of the OACPS is focused on five strategic objectives, each broken down into several outcomes and related products. The first objective is to strengthen intra-OACPS cooperation and collaboration, to ensure the internal cohesion essential for negotiating fair and equitable agreements with the different partners in vital areas such as climate change, sustainable development, trade and finance. The second objective aims to strengthen and expand the role and visibility of the OACPS, which aims to be an international organisation whose mission is to revitalise multilateralism through inclusive dialogue and equitable partnerships. The third objective is to forge new alliances in order to maximise opportunities for cooperation with other relevant organisations, while consolidating and expanding the relationship with the EU, the OACPS's historic partner. The fourth objective concerns the adaptation and modernisation of the OACPS Secretariat to become a centre of excellence capable of providing the necessary support for the proper operation of the bodies from the new Organisation. Finally, the fifth objective, as already mentioned above, involves ensuring sustainable financing of the Secretariat to enable it

² Luanda OACPS Declaration, Three Continents, Three Oceans, One Common Destiny: Building a Resilient and Sustainable OACPS, dated 9 December 2022 sanctioning the 10th Summit of Heads of State and Government of the OACPS

to reform and to provide adequate and effective support to the different bodies from the Organisation.

17. The OACPS Secretariat commissioned the DT Global office to perform a study on the development of an “OACPS Resource Mobilisation Strategy to fund development” as part of the fifth objective of the 2022-2025 SP. In accordance with the Terms of Reference (ToR) of this study and following the integration of the observations and recommendations made during the restitution on 17 May 2023 during a videocall to the Development Financing Cooperation (DFC) Sub-Committee from the mission's final draft report, an initial version of the final report has been submitted to the Secretariat. This document incorporates the comments made on 19 June 2023 by the Secretariat in relation to this version, thus constituting the final version of the final report of the study relating to the development of the OACPS RMS.
18. This report is structured around an executive summary and five sections. The first section provides a brief overview of the context of the development of the RMS and specifies its objectives, while the second part provides a summary review of the current situation of resource mobilisation within the OACPS, draws up the financing for development landscape and specifies the areas of action for each partner, before assessing the resources needed for the two years, 2024 and 2025, and proposing scenarios to mobilise them. The third part outlines the guiding principles of the strategy and its axes. The fourth section presents certain findings on best practices in resource mobilisation in international organisations and, in light of these findings, makes useful recommendations for the successful implementation of the RMS for the financing of the operation of the OACPS Secretariat and its operational programmes and projects. Finally, the fifth section identifies the immediate capacity building needs and proposes a framework for results and monitoring and evaluation of the RMS.

II. CONTEXT OF THE DRAFTING AND OBJECTIVES OF THE RMS

19. The preparation of the OACPS RMS for development financing takes place in a new institutional and financing context which makes it necessary to define precise and realistic objectives.

2.1 Context for the preparation of the RMS

20. As underlined in the introduction, the OACPS has become an international organisation resolutely geared toward multilateralism since the Nairobi Nguvu Ya Pamoja Declaration sanctioning the 9th ACP Summit of Heads of State and Government and the entry into force of the revised Georgetown Agreement and intends to exploit all opportunities in order to achieve its mission of accelerating political, economic and social progress for the benefit of the people from its member states. This approach was reaffirmed by the Luanda Declaration of 9 December 2022, sanctioning the 10th Summit of OACPS Heads of State and Government, which reiterates “the commitment to multilateralism and the determination to forge new alliances to maximise the impact on the international scene” and enshrines the revitalisation of multilateralism “through inclusive dialogues and equitable partnerships”.
21. This new approach totally justifies the OACPS, which has existed as an international organisation for almost five decades, finally establishing an RMS, something it should have done many years previously. In fact, the progressive progress since 1975 of the OACPS’ mandate and the regular drafting of strategic policy documents should have led to the strategic planning of the Organisation's actions through multiannual financing programmes that serve as the basis for the development and implementation of a RMS, as is standard practice in the different international organisations.
22. Moreover, this new approach coincided with the expiry of the Cotonou Partnership Agreement governing cooperation relations between the EU and the ACP countries and, above all, the end of its financing protocol, the EDF, in December 2020. This move away from the financing instrument for ACP-EU cooperation that is the EDF means that there is no longer any specific financing mechanism in place for cooperation between the EU and the OACPS States, the new Partnership Agreement between the EU and its Member States and the OACPS States does not provide for a specific financing protocol for its implementation.
23. EU-OACPS cooperation will be therefore funded through the general framework for financing EU external operations that is the NDICI. This has involved a move away from the principles of co-decision and co-management and the intra-ACP financing programme which characterised the EDF and the ensuing substantial change in the legal and institutional basis and scope of the financing mechanism for EU-OACPS cooperation, which is therefore becoming less effective, especially since it is becoming much harder to predict its resources.
24. Taking into account this new context, the Nairobi Nguvu Ya Pamoja Declaration and the Luanda Declaration clearly show the ambition of an “ACP Group transformed and committed to multilateralism” and “three continents, three oceans, one common

destiny: Building a resilient and sustainable OACPS". These declarations specify that the transformation of the ACP Group, now known as the OACPS following the entry into force of the revised Georgetown Agreement, will take place, particularly through the identification and implementation of "strategic political changes and relevant organisational transformations to enable the ACP Group of States to become a more effective global player".

2.2 Objectives of the RMS

25. For an organisation such as the OACPS, an RMS is a "clear, methodical, predictable and well-coordinated approach to solicit, obtain, use, manage, notify, monitor and evaluate assistance provided by international cooperation partners (ICPs) and to broaden the resource base to ensure their availability in a sustainable manner."³
26. The general objective of this strategy is to ensure stable, sustainable, predictable and sufficient financing of the OACPS's operational programmes and projects and the functioning of its Secretariat, as well as diversifying strategic partnerships to contribute to development financing in the member countries of the organisation to meet the SDGs.
27. The RMS also has six main specific objectives:
 - 27.1.ensuring that the OACPS Secretariat has a clear and coordinated strategy in place to solicit, obtain, use, monitor and manage funds and support provided within the framework of development cooperation;
 - 27.2.contributing to improving the effectiveness of official development assistance provided to the OACPS;
 - 27.3.increasing the mobilisation of domestic resources by strengthening the contribution of Member States to the financing of the Organisation;
 - 27.4.consolidating and reinforcing existing partners;
 - 27.5.developing new alliances with emerging economies that are adopting "aggressive" economic diplomacy and are increasingly asserting themselves as providers of official development assistance with a view to South-South cooperation and the diversification of strategic partnerships to multiply and consolidate the OACPS's financing sources;
 - 27.6.restructuring and updating the OACPS Secretariat in order to make it a centre of excellence capable of mobilising resources and ensuring its proper management and assisting Member States to take full advantage of the different opportunities offered by the new development financing landscape, particularly climate financing, and to strengthen advocacy for the proper treatment of the debt issue and the reform of the global financial architecture for developing countries.

³ Resource Mobilization Strategy of the Southern African Development Community, SADC, 2012

III. REVIEW OF THE CURRENT RESOURCE MOBILISATION SITUATION WITHIN THE OACPS, DEVELOPMENT FINANCING LANDSCAPE AND ESTIMATION OF RESOURCES REQUIRED

28. THE OACPS's financial situation has been a cause for concern since the EDF came to an end at the end of December 2020, which was the financing protocol for cooperation between the EU and the ACP countries. However, the development financing landscape now offers the new OACPS real prospects of mobilising resources to cover the financing needs of its Secretariat and operational programmes and projects that will require greater funds than in the past.

3.1 Current resource mobilisation situation

29. The financing of intra-ACP programmes and projects that are being rolled out is currently provided exclusively under the 11th EDF⁴, the Trust and Endowment Fund (FFD OACPS) instituted by the 2019 Nairobi Declaration that is not yet operational⁵, where only a handful of States have already made contributions totalling a little over 1.5 million euros. These programmes and projects were included in the 2014-2020 strategy paper and indicative programme with an overall budget of over 4 billion euros, namely an average of 571 million euros annually, more than 75% of which has been earmarked for contributions to financing international organisations and therefore not managed directly by the OACPS Secretariat. According to the available data, the average annual budget of programmes managed by the Secretariat ranges from 100 to 150 million euros.

30. The OACPS Secretariat's budget comes from two sources:

30.1. The EU, through the financing agreement with the Secretariat for the 2022-2027 period; and

30.2. Member States through their contributions consisting essentially of contributions, in accordance with the most recent scale, which contributions arrears and the ensuing interest and the taxes levied on wages of Secretariat's staff have been added to.

31. The table below shows how financing of the OACPS Secretariat has evolved over the 2019-2023 period, as reflected in its approved budgets.

Table 1 Changes in the OACPS Secretariat's operating budget between 2019 and 2023

Year/Source	2019		2020		2021		2022		2023	
	Amount (€)	%	Amount (€)	%	Amount (€)	%	Amount (€)	%	Amount (€)	%
EU	6,450,000.00	41.1%	6,450,000.00	40.5%	4,648,770.00	53.5%	7,723,024.00	45.6%	7,094,374.85	45.9%
Member Countries	9,230,313.00	58.9%	9,458,671.00	59.5%	4,036,236.00	46.5%	9,230,312.00	54.4%	8,346,970.92	54.1%
TOTAL	15,680,313.00	100%	15,908,671.00	100%	8,685,006.00	100%	16,953,336.00	100%	15,441,345.77	100%

⁴ These programmes and support cover human and social development (5), environment and climate change (8) and support for private sector development (8) in addition to reserves for certain funds, initiatives and programmes. These programmes and support will end for the greater part between 2023 and 2025.

⁵ The resources available are limited to the contributions from a few Member States estimated at 1,537,211.23 euros as of 31 March 2023.

32. The following main conclusions can be drawn from these changes as well as from the detailed examination of the approved budget for 2023:

32.1. The budget for the 2021 financial year, which covers the first year following the end of the EDF instrument for financing EU-ACP cooperation and the entry into force of the revised Georgetown Agreement, was well below its level from the two previous years and the two following years. In fact, it was on average 45% lower than the 2019 and 2020 budgets and 86.5% lower than those from 2022 and 2023;

32.2. Apart from 2021, which stood at 53.5%, the relative share of EU financing averaged 43.3% during the 2019-2023 period. The average annual EU financing of the Secretariat budget during the entire period represents almost 1.3% of the overall 2014-2020 Rough Programme budget and 10-15% of the allowance earmarked for operational programmes and projects managed by the Secretariat;

32.3. The resources currently available to the Secretariat are not enough to finance its transformation into a centre of excellence and to ensure the operationalisation of the different OACPS bodies. Therefore, 12 out of the 78 posts planned for 2023 have not been budgeted due to resource constraints, while significant activities to support the Organisation's transformation into a major player in multilateralism only have nominal budget allowances. It will therefore be necessary to increase the resources allocated to run the Secretariat in the coming years;

32.4. Efforts are needed to significantly improve the rate of mobilisation of annual contributions from Member States, which was only nearly 68% in 2021. These efforts are all the more necessary as the increase in resources from ACP States will have a leverage effect on the Secretariat's mobilisation of resources from the EU and other contributors to development finance.

3.2 Development financing landscape

33. The development financing landscape is now more diverse than ever due to the affirmation and emergence, in competition with traditional players such as multilateral institutions and industrialised countries, of new rising powers that promote a new world economic order using dynamic economic diplomacy based more on South-South solidarity and cooperation and less dependent on the interests of international financial markets. This diversification of the development financing landscape is also supported by the multiplication of funds, alliances and specialised mechanisms that have been implemented in recent years to meet the growing financing needs of the SDGs and resilience to the adverse effects of external shocks (Climate change, Covid 19 pandemic, etc.).

34. We will distinguish between traditional OACPS partners, including specialised funds, alliances and mechanisms, as well as new stakeholders for simplification purposes and in order to take into account the major objective involving the diversifying of strategic partnerships and strengthening South-South cooperation. The main areas of action are specified for each partner. Two synoptic tables summarise the areas of action and the methods for accessing resources for traditional and new players in development financing.

3.2.1 Traditional partners involved in development financing

35. Traditional partners include international financial institutions, including multilateral, regional and national development banks with international, regional activities and industrialised countries.
36. **The Breton Woods institutions**, which are the International Monetary Fund (IMF) and the World Bank Group (WB), are the leading multilateral player due to the volume of financial resources they have available and the expertise for development that they are able to mobilise.
37. The IMF, unlike development banks, does not provide loans for specific projects but instead assists member countries through advice on economic policy, actions to develop economic and financial management skills and concessional financial support to implement public policies aimed at restoring economic stability and growth or to help prevent crises as a precautionary measure.
38. As a major player in multilateralism, the IMF could be a key partner for the OACPS, not in terms of financial resources, but rather in terms of advocacy for a sustainable solution to the OACPS debt issue and for an increase in concessional financing for countries vulnerable to climate change in order to build their resilience.
39. The WB Group includes the International Bank for Reconstruction and Development (IBRD), the International Finance Corporation (IFC), the International Development Association (IDA) and the Multilateral Investment Guarantee Agency (MIGA).
40. Like the IMF, the World Bank could be a valuable partner for the OACPS in the effort to achieve multilateralism with a greater concern for the interests of developing countries, particularly by properly addressing the debt issue and redesigning the global financial system for greater equity and solidarity. The WB is another potential resource provider to finance the OACPS Secretariat and its operational programmes, notably through the IDA, which has concessional financing outlets.
41. **The International Fund for Agricultural Development (IFAD)**, a specialised agency of the United Nations, is an international financial institution dedicated to financing agriculture. All IFAD loans are offered at concessional rates. IFAD also provides grants to support research, innovation, institutional change and technologies for the poor. These grants may be regional, global or country-specific.
42. **The OPEC Fund for International Development (OFID)** is also a major multilateral player that aims to foster the South-South Partnership by reinforcing financial cooperation between OPEC member countries and other developing countries. It is involved in 134 of these countries, nearly half of which are members of the OACPS, through grants or concessional loans. OFID's interventions reflect its commitment to the United Nations 2030 Agenda for Sustainable Development by supporting the SDGs by prioritising projects covering sectors of strategic importance such as energy, water and food, where transport is the driving force behind their achievement.

43. **The EU** is a traditional partner of the ACP countries and is one of the main regional development finance institutions, through the European Commission (EC) and the European Investment Bank (EIB).

44. The other main OACPS traditional partner regional institutions include:

- 44.1. The main aim of the African Development Bank (AfDB) Group, comprising the African Development Bank, the African Development Fund (ADF) and the Nigeria Trust Fund, is to reduce poverty in its regional member countries by contributing to their sustainable economic development and social progress. The group finances projects, programmes and studies in agriculture, health, education, utilities, transport and telecommunications, industry and the private sector, including concessional ADF and NTF resources;
- 44.2. The aim of the Caribbean Development Bank (CDB) is to contribute to the harmonious economic development and growth of the Caribbean Member States and to promote cooperation and economic integration between these countries, while paying special and urgent attention to the needs of the least developed States in the region. The CDB is involved in the different economic and social sectors, including through concessional loans;
- 44.3. The Islamic Development Bank (IsDB) Group, composed of five entities⁶, in addition to the bank itself, which is one of the leading multilateral development banks, both in terms of the volume of resources invested and the number of member countries benefiting from its support: 57, 22 of which are also members of the OACPS. The IsDB'S action particularly involves grants and concessional loans in the different sectors that promote development, especially those related to infrastructure. An Islamic Solidarity Fund for Development (ISFD) offers loans with favourable terms, mainly for projects and programmes focused on poverty reduction, the implementation of SDGs and micro-credit programmes in a range of sectors (education, health, etc.), particularly in IDB member countries belonging to the least developed country (LDC) category;
- 44.4. The Bank for Investment and Development of the Economic Community of West African States, ECOWAS, (EBID). EBID is a regional investment and development bank created by the fifteen (15) ECOWAS Member States through the transformation of the former ECOWAS Fund for Cooperation, Compensation and Development in 1999. It has two outlets, one responsible for promoting the private sector and the other for developing the public sector, which cover most of the infrastructure sectors, productive and social sectors and other services. EBID's involvement is through direct long, medium and short-term loans, equity investments, granting of lines of credit and setting up framework refinancing agreements and engineering and financial services operations;
- 44.5. The West African Development Bank (WADB) is the joint development financing institution of the West African Economic Monetary Union (WAEMU) states. Its objectives are to promote the balanced development of the Member States and to

⁶ The Islamic Research and Training Institute (IRTI), the Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC), Islamic Society for Private Sector Development (ICD), International Islamic Trade Finance Corporation (ITFC) and the International Waqf Foundation.

contribute towards achieving the economic integration of West Africa. For this purpose, the WADB is particularly involved in the financing of integrative projects aimed at reinforcing the complementarity of the economies of the WAEMU member states and improving their competitiveness, particularly road, port, airport and railway infrastructure projects, energy and telecommunications, as well as productive investments of an integrative nature, particularly in the cement sector. The WADB also supports the implementation of WAEMU community investment programmes and the emergence and development of a regional financial market as well as the development of public-private partnerships and the development of the private sector, with particular emphasis on support for small and medium-sized enterprises - small and medium-sized industries (SMEs-SMIs). It also works in the areas of food security, energy and the environment and climate. The WADB has developed partnerships in this latter area with different financial institutions and financing mechanisms from the United Nations Framework Convention on Climate Change (UNFCCC);

- 44.6. The Development Bank of Central African States (BDEAC) is to Central Africa what WADB is to West Africa. It therefore aims to contribute to the sustainable development, diversification and integration of economies of the countries from the Central African sub-region, through concessional and/or innovative financing of public investments aimed at the construction or upgrading of development infrastructures and the creation, acquisition, restructuring and privatisation of production enterprises. The BEAC is also involved in the financing of private investment projects in areas as diverse as infrastructure (energy, telecommunications, ports, airports, railways, roads, transport equipment, etc.), industries and agro-industries, mining, agriculture, livestock, forestry and rural development, real estate, hotels, information and communication technologies (ICT), education and health;
- 44.7. The Arab Bank for Economic Development in Africa (BADEA) is a financial institution, financed by the Arab States with a view to developing Arab-African economic, financial and technical cooperation. Its missions are to contribute to the financing of economic development in African countries, to encourage the participation of Arab capital in African economic development, and to contribute to the provision of technical assistance necessary for African development. BADEA grants to finance technical assistance and feasibility studies and loans at very concessional rates to finance, up to 60% of the total cost, projects submitted by the eligible countries as part of their economic development plans or of a regional nature and thus benefiting several African countries at the same time while promoting regional economic integration;
- 44.8. The Nordic Investment Bank (NIB) is an international financial institution jointly owned by the Nordic and Baltic countries⁷ to promote sustainable growth by providing long-term financing for projects that improve productivity and have positive environmental impacts. The NIB attaches particular importance to the sustainability of development aid policies and the promotion of green finance. In this context, it cooperates with other financial institutions, participates in

⁷ Sweden, Denmark, Norway, Finland, Iceland, Estonia, Latvia and Lithuania.

international and regional forums and is a member of several networks, forums and associations.

45. The richest countries, particularly those that are industrialised, are the main providers of official development assistance, through their contributions to multilateral or regional institutions and funds, alliances and financing mechanisms, but also directly through their development cooperation agencies and funds. the main agencies and funds are:

45.1. the United States Agency for International Development (USAID);

45.2. the Japan International Cooperation Agency (JICA);

45.3. l'Agence canadienne du développement international [Canadian International Development Agency] (ACDI);

45.4. the German Agency for International Development Cooperation (GIZ);

45.5. l'Agence française de développement [The French Development Agency] (AFD);

45.6. the Foreign, Commonwealth & Development Office (FCDO) which joined the United Kingdom's Department for International Development (DFID) in September 2020;

45.7. the Spanish Agency for International Development Cooperation (AECI);

45.8. the Norwegian Agency for Development Cooperation (NORAD);

45.9. the Danish Agency for International Development (DANIDA);

45.10. the International Cooperation Agency of the Association of Netherlands Municipalities (VNG);

45.11. the Swedish International Development Cooperation Agency (SIDA);

45.12. l'Agence belge de développement [The Belgian Development Agency] (ENABEL);
and

45.13. the Korea International Cooperation Agency (KOICA).

46. The involvement of most of these agencies covers almost all developing countries, particularly the OACPS member countries, and cover all sectors and areas contributing to sustainable development promoting societies where everyone can live in good health, in a safe and dignified manner. These interventions are particularly financed through grants or concessional loans.

47. **Several multilateral funds, alliances and specialised multilateral financing mechanisms have been established** thanks to the international community's adoption of the Millennium Development Goals (MDGs) and the SDGs and the organisation of the different Conferences of the Parties (COP) bringing together the countries that have ratified the UNFCCC as part of the international climate negotiations agenda. The important of these include:

47.1. The Global Partnership for Education (GPE), a multi-stakeholder partnership and financing platform that has been working over the past two decades to build strong and resilient education systems in countries affected by extreme poverty or

conflict, to ensure that more children, especially girls, have the education needed to thrive and contribute to building a more prosperous and sustainable world;

- 47.2. The Global Environment Facility (GEF), established in 1991 and bringing together 183 Member States, international institutions, non-governmental organisations and the private sector, is the largest funder for projects aimed at protecting the environment through the provision of additional financing to cover the additional costs associated with transforming a project offering national benefits into a project with global environmental benefits. GEF funds projects related to biodiversity, combating the effects of climate change, land degradation, waste and chemicals through grants and loans;
- 47.3. the Green Climate Fund (GCF), a United Nations (UN) financial mechanism attached to the UNFCCC, established in 2010 and launched in late 2011. Its objectives are to limit or reduce greenhouse gas emissions in developing countries and to help vulnerable communities adapt to the already existing effects climate change. Funds are therefore transferred from the most advanced countries to the most vulnerable countries to set up projects to combat the effects of climate change or to adapt to climate change;
- 47.4. The Global Fund to fight AIDS, Tuberculosis and Malaria, established in 2002 to fight the deadliest pandemics of the time. It invests in the fight against HIV, TB and malaria through a partnership-based financing model that includes the Global Fund, governments, civil society, people affected by the disease, technical partners, the private sector and other partners. The interventions of the Funds, which cover OACPS member countries, are financed by grants;
- 47.5. the Global Alliance for Vaccines and Immunization (GAVI) Fund was established in 2000 as a global fund to accelerate progress in childhood immunization and vaccination in poor countries, with a view to saving children's lives and protecting the health of populations by promoting equitable access to vaccines in low-income countries;
- 47.6. The Global Fund for loss and damage for vulnerable countries affected by climate disasters (FMPP), is a new financial assistance mechanism, which was established at the end of COP 27 held in Sharm-El Sheikh in November 2022 and whose operating methods and sources of financing are yet to be specified;
- 47.7. The Resilience and Sustainability Trust Fund (FRRD), established by the IMF in 2022 to help vulnerable low-income and middle-income countries address longer-term structural challenges that pose macroeconomic risks, such as climate change and pandemics. To this end, the fund will provide strategic support as well as affordable and longer-term financing (20-year deadline and 10.5-year grace period) to help increase the resilience of countries⁸ to long-term risks that threaten the stability of balance of payments.

48. The table below summarises the areas of action and methods for accessing resources of the OACPS traditional partner development financing actors.

⁸ Three quarters of IMF member countries, including low-income members, most middle-income countries and all small developing countries.

Table 2: Overview table of traditional development financing actors

Institution	Areas of action			Resources offered			Possibility of accessing resources for the OACPS/Comments
	A, TA & BS*	AS*	SS*	G*	PL*	G and/or LPO*	
1. Organisations, International Financial Institutions, Multilateral Development Banks							
IMF	X			X	X		Access reserved for Member States
World Bank group	X	X		X	X	X	The OACPS can access grants. With regard to loans, the OACPS can play a facilitating role by signing partnership agreement with the WB to provide OACPS member countries with a financial allowance for the financing of regional or national projects in the different sectors. Some regional financing could be onlent to the OACPS, which will ensure the implementation of projects through its Secretariat. The Secretariat could also be delegated to implement certain regional projects without involving onlending of the loans.
EU (Commission & EIB)	X	X		X	X	X	The urgency for the OACPS Secretariat to comply with the EU pillars in order to take full advantage of the financing opportunities offered by the NDICI. Advocating for the establishment of a specific mechanism for financing EU-OACPS cooperation.
IFAD			Agriculture	X	X		The OACPS can access grants. The same approach as with the World Bank is possible in terms of loans.
OFID		X		X	X		
AfDB group	X	X		X	X	X	
CDB		X		X	X	X	
IsDB group		X		X	X	X	
WADB		X		X	X	X	
EBID		X		X	X	X	
BDEAC		X		X	X	X	
BADEA	X	X		X	X	X	
NIB		X		X	X	X	
2. Bilateral development agencies							
USAID		X		X	X		The OACPS can access grants from these bilateral cooperation agencies. It may also establish partnerships with these agencies for the allocation of concessional aid allowances to OACPS countries, which could assign the implementation of certain projects to the Secretariat.
JICA		X		X	X		
ACDI		X		X	X		
AFD		X		X	X	X	
FCDO		X		X	X		
AECI		X		X	X		
NORAD		X		X	X		
DANIDA		X		X	X		
VNG		X		X	X		
SIDA		X		X	X		
ENABEL		X		X	X		
3. Multilateral specialised funds, alliances and mechanisms							
GPE			Education	X			The OACPS can access grants for these specialised mechanisms, alliances and funds. It may also establish partnerships with these partners for the mobilisation of financing for regional or national projects from OACPS countries, which could assign
GEF			Environment	X			
GCF			Climate change	X			
Global Fund			Health (HIV, tuberculosis and malaria)	X			

GAVI			Health (vaccination and immunisation)	X			the implementation of certain projects to the Secretariat.
FMPP			Climate change	X			Funds created in November 2022.
FFRD				X	X		The OACPS may help its vulnerable low- income and middle-income member countries to benefit from the resources of this Fund.

* A, TA & BS: Advice, Technical assistance and Budgetary support; AS: All sectors; SS: Specific sectors; G: grants; PL: Preferential loans; G and/or LPO: Guarantee and/or Loans to private operators

49. Furthermore, certain **major foundations**, particularly from the United States of America, **could contribute to the financing of sustainable and inclusive development programmes and projects, especially in the fields of health and education**. It will be up to the OACPS Secretariat to approach them with a view to establishing partnerships that could be extended to other international cooperation players, including specialised UN agencies and specialised funds.

3.2.2 New partners involved in development financing

50. Emerging countries, notably the BRICS⁹ and certain Asian countries, are increasingly asserting themselves as major players in financing development through their contributions to multilateral or regional institutions and funds, alliances and financing mechanisms but also directly through the New BRICS Development Bank (NDB BRICS), import-export banks (EXIMBANK) and development cooperation agencies and funds. the main agencies and funds are:

- 50.1. The China International Development Cooperation Agency (CIDCA), which manages a \$4 billion Global Development and South-South Cooperation Fund (GDSSCF), and that operates in the productive, social and infrastructure sectors as well as in food assistance, humanitarian aid and emergency relief sectors;
- 50.2. The International Agency for Sovereign Development (IASD), created in 2019 by the Russian Federation and that aims to intervene in the different areas of development cooperation;
- 50.3. The Brazilian Cooperation Agency (ABC), created in September 1987 within the Ministry of Foreign Affairs, is responsible for coordinating the negotiation, implementation and evaluation processes of all Brazilian technical cooperation projects (bilateral and multilateral). The ABC's action includes technical cooperation, humanitarian aid, educational cooperation (scholarships for foreigners) and contributions to international organisations (banks, regional funds, UN and other international organisations);
- 50.4. The Indian Ministry of Foreign Affairs' development partnership administration¹⁰. This administration's involvement includes the health, education, energy (hydropower) and information technology sectors;

⁹ Brazil, Russia, India, China and South Africa. Each of these five countries has an EXIMBANK.

¹⁰ It coordinates India's bilateral development cooperation and manages grants and the Indian Technical and Economic Cooperation Programme. The Ministry of Finance is responsible for managing the multilateral aid, as well as the administrative supervision of credit lines and concessional loans offered by the Indian Import and Export Bank.

- 50.5. The Turkish Cooperation and Coordination Agency (TIKA), created in 1992 after the break-up of the Union of Soviet Socialist Republics (USSR) to develop cooperation between Turkey and the Turkish-speaking people. TIKA has been gradually opening up to the different developing countries since 2012 and will gradually assert itself as a major player in South-South and triangular cooperation. TIKA operates in a range of areas, covering different economic and social sectors;
- 50.6. The Saudi Fund for Development (SFD) is the arm of the Kingdom of Saudi Arabia in the field of international development. It therefore provides loans and grants for development programmes financed by the Government of the Kingdom, particularly for the benefit of 84 countries, especially the least developed and the poorest, and in partnership or cooperation with different regional and international organisations;
- 50.7. The Qatar Fund for Development (QFFD) is the Qatari public institution responsible for coordinating and implementing external development assistance projects on behalf of the State of Qatar. It contributes to the capital of international and foreign development financial institutions and provides developing countries with humanitarian assistance and a wide range of financial instruments, including grants, soft loans, commercial loans, guarantees and development investments. The QFFD develops an extensive network of strategic partners nationally (national NGOs, government agencies and the private sector) and internationally (UN agencies, international institutions and development funds) to help meet the SDGs;
- 50.8. The Kuwait Fund for Arab Economic Development (KFAED) is the first development aid fund set up by a developing country since it was established in 1961. Originally intended to assist Arab countries, KFAED's mandate was expanded in 1974 to include all developing countries. Its operations are mainly concentrated in the agriculture and irrigation, transport and energy, communications, water and sanitation sectors. It provides loans, guarantees and grants, and provides technical assistance to countries, international and regional development institutions and legal entities promoting projects involving several developing countries. KFAED participates in the capital of development institutions and administers the grants awarded by Kuwait to developing countries;
- 50.9. The mission of the Abu Dhabi Fund for Development (ADFD) is to help developing countries achieve sustainable economic growth and reduce poverty. It provides concessional financial resources in the form of sovereign loans to 94 Arab, Asian, African, European and Latin American countries for this purpose. Like other Gulf funds, the ADFD manages grants from the UAE government and develops partnerships to ensure greater effectiveness of the official development assistance it provides.

Table 3: Overview table of new development financing actors

Institution	Areas of action			Resources offered			Possibility of accessing resources for the OACPS/Comments
	A, TA & BS*	AS*	SS*	G*	PL*	G and/or LPO*	
CIDCA		X		X	X		The OACPS can access the CIDCA grants and play a facilitating role by signing partnership agreement with the WB to provide OACPS member countries with a financial allowance for the financing of regional or national projects on the GDSSCF's resources in the different sectors. Some regional financing could be onlent to the OACPS, which will ensure the implementation of projects through its Secretariat. The Secretariat could also be delegated to implement certain regional projects without involving onlending of the loans.
IASD		X		X	X		Very little information is available on IASD's methods of action. However, the OACPS would benefit from approaching it as part of its partnership diversification strategy.
ABC			Technical cooperation, humanitarian, health, education	X	X		Brazil, India and Turkey are increasingly asserting themselves as contributors to official development assistance. The OACPS will benefit from entering into partnership agreements with them to access grants in favour of Secretariat and concessional loans for member countries.
India			Health, education, energy and ITC	X	X		
TIKA		X		X	X		
SFD		X		X	X		The Funds of the Gulf countries are major contributors to development financing due to the resources at their disposal. The OACPS will benefit from entering into partnership agreements with them to access grants in favour of the Secretariat and concessional loans for member countries.
QFFD		X		X	X	X	
KFAED			Agriculture, transport, energy, communications, water and sanitation.	X	X		
ADFD		X		X	X		

* A, TA & BS: Advice, Technical assistance and Budgetary support; AS: All sectors; SS: Specific sectors; G: grants; PL: Preferential loans; G and/or LPO: Guarantee and/or Loans to private operators

51. Also worthy of note is that many OACPS member countries have national banks, deposit banks and other institutions with wholly or predominantly public capital specialising in development financing. These banks and institutions can be approached within the framework of the OACPS resource mobilisation strategy and particularly for the contribution to the FFD capital.

52. OACPS member country and foreign private banks, trade finance banks and export credit agencies, as well as other institutional investors (insurance companies, pension funds, mutual funds, insurance companies and pension funds) could also be asked to contribute to the financing of the FFD.

3.3 Estimate of the resources required to fund the Secretariat and the OACPS operational programmes and projects and mobilisation scenario

53. A precise estimate of the costs of the different components of the Secretariat's transformation has yet to take place, as well as for programmes in the four main impact areas and the two cross-cutting areas of the OACPS Secretariat 2022-2025 SP¹¹. However, based on the following three hypotheses, a rough estimate can be made of the volume of resources required to fund the OACPS Secretariat and its operational programmes and projects over the remaining two full years of the 2022-2025 SP:

53.1. the Secretariat's operating budget should increase by at least 30% in 2024 and 20% in 2025 to take into account the cost of the measures necessary to transform the OACPS Secretariat into a centre of excellence, as well as the impact of inflation;

53.2. the annual volume of resources allocated to the financing of OACPS programmes and projects in 2024 and 2025 should be at best equivalent to the average annual volume of the 11th EDF, namely 571 million euros;

53.3. the distribution of the financial allowance for OACPS programmes and projects during 2024 and 2025 will be the same as the one retained in the 2014-2020 indicative Programme and Strategy Paper financed with EDF resources, excluding allocations to the African Peace Facility (991 million euros) and to the reserve (640 million euros).

54. The initial hypothesis is based on the need to strengthen the Secretariat's capacities, both in terms of human resources and operational resources, and to provide sufficient budgetary allowances to ensure that the OACPS is more visible through increased presence at conferences, meetings and other fora dealing with a range of issues relating to development and multilateralism.

55. The second hypothesis stems from the necessity to reconcile the requirement to consider the absorption capacity and the requirement to mobilise sufficient resources for the financing of OACPS operational programmes and projects intended to provide effective responses to a range of challenges facing the Member States from the Organisation, as part of the implementation of the 2022-2025 SP.

56. The third hypothesis, which is also an observation, stems from the progress of the Secretariat's work in consultation with the different OACPS member regions to break down the 2022-2025 SP into operational programmes.

¹¹ The four main impact areas are (i) Sustainable and inclusive development, (ii) Governance and Peacebuilding, (iii) Environment and climate change, and (iv) Multilateralism and global governance. The two cross-cutting areas are (i) Women: The promotion of gender equality, protection and empowerment of women and girls, and (ii) Youth: The mobilisation and empowerment of youth and other vulnerable groups to allow them to meaningfully participate in political and development processes.

57. Based on these considerations, it would seem reasonable to strive to mobilise a volume of resources of 500 million euros to finance the OACPS programmes and projects for each of the next two years. This volume may be larger from 2026 onwards, since absorption capacity will have been improved due to the gradual increase in the Secretariat's capacity over the 2023-2025 period.

58. Based on the hypotheses explained above, the resources required for the remaining two full years of the 2022-2025 SP would be just over **1 billion 44 million euros**, as detailed in the table below.

Table 4: Rough estimate of the 2024-2025 budget (in euros)

Year/Heading	2024 (EUR)	2025 (EUR)	Total (EUR)
Secretariat's operating budget	20,073,749.5	24,088,499.4	44,162,248.9
OACPS projects and programmes	500,000,000	500,000,000	1,000,000,000
Total (EUR)	520,073,749.5	524,088,499.4	1,044,162,248.9

59. The annual allowance of 500 million euros earmarked to finance OACPS programmes and projects will allow 48 programmes and projects to be implemented in 2024 and 2025, divided over four sectors which cover the four main impact areas and the two cross-cutting areas of the 2022-2025 SP of the OACPS Secretariat.

Table 5: Sectoral breakdown of the budget for OACPS programmes and projects in 2024 and 2025

Sector	Programme name	Allocation 2024 (EUR)	Allocation 2025 (EUR)	%
1. Social and human development	9	150,000,000	150,000,000	30
2. Climate change	22	200,000,000	200,000,000	40
3. Private sector development support	15	125,000,000	125,000,000	25
4. Institutional support to the Secretariat	2	25,000,000	25,000,000	5
TOTAL	48	500,000,000	500,000,000	100

60. There are several possible resource mobilisation scenarios for financing the OACPS Secretariat and its operational programmes in 2024 and 2025. The following clarifications should be made prior to presenting these scenarios:

- 60.1. the OACPS as a multilateral organisation is eligible for grants from the different development finance institutions. Concerted diplomatic action by the Secretariat and the member countries of the OACPS would arguably make it possible to mobilise significant subsidies;
- 60.2. the OACPS cannot mobilise loans, concessional or otherwise, from the different development finance institutions insofar as guarantees are required to obtain loans that the Organisation cannot provide;
- 60.3. the OACPS, the Secretariat of which has been explicitly entrusted with the task of supporting member countries in mobilising financial resources since the Luanda Conference, can enter into memorandums of understanding with the different

development financing actors for the allocation of specific financial allowances to OACPS member countries. These financial allowances could also be allocated to certain specific categories of countries, such as Small Island Developing States (SIDS), Least Developed Countries (LDCs), Low-Income Countries excluding LDCs, Landlocked Developing Countries (LLDCs), countries vulnerable to climate change, etc.

- 60.4. OACPS member countries can onlend grants or loans to the Secretariat granted by development finance institutions and entrust it with implementing regional projects just as they can entrust it with doing this without onlending any funds to it. In both cases, the Secretariat may collect fees to cover the management costs related to the implementation of the projects.

61. The table below presents the different financing scenarios for the Secretariat and the OACPS operational programmes.

Table 6: Financing scenarios for the OACPS Secretariat and its operational programmes and projects

Budget/Financing Sources	Contributions Member States	Grants from Partners to the OACPS	Grants and Preferential Loans onlent by Member States	Fees for Delegated Project Management Costs
Functioning Secretariat	X			
	X	X		
	X	X	X	
	X	X		X
	X	X	X	X
OACPS projects and programmes	X	X		
		X		
		X	X	

62. [Financing for the OACPS Secretariat's operating budget for the 2024 and 2025 financial years and beyond can be guaranteed under five scenarios:](#)

- 62.1. **In the first scenario**, the most ideal of all, the significantly increased contributions of Member States cover all of the Secretariat's operating expenses. This scenario is unrealistic in the short and medium term, where the contribution of Member States only covers 46.5% of the Secretariat's operating budget in 2021 and with an effective mobilisation rate of only 68%;
- 62.2. The operating budget could be financed by contributions from OACPS Member States, possibly increased and mobilised largely or entirely within deadlines and grants obtained from traditional partners and certain new partners. This second scenario is the most suitable for 2024 and 2025 and in the medium term. It requires sustained diplomatic action by the Secretariat and the support of OACPS States. A round table of partners could be organised as soon as possible in order to mobilise financing for the Secretariat and the OACPS operational programmes and programmes for 2024-2025;
- 62.3. **In Scenario 3**, the operating budget is covered by contributions from Member States, grants from partners and commissions for programme management costs, the financing of which will have been onlent by Member States to the Secretariat;

- 62.4. The operating budget could also be financed by contributions from the States, grants from partners and commissions collected to cover the management costs of projects, the implementation of which has been delegated to the Secretariat without having to onlend the remaining corresponding financing managed by the borrowing States or grant recipients;
- 62.5. **The fifth scenario** combines the two previous scenarios. The operating budget is financed by contributions from the States, grants from partners to the OACPS and commissions received from the States to cover the management costs of the projects, the implementation of which has been delegated to the Secretariat whether this involves onlending their financing or not.
63. Scenarios 3, 4 and 5 are all reasonable in the medium and long term, even if scenario 3 would be the preferred one insofar as it is more likely to guarantee the sustainability of the availability of a sufficient number of resources, particularly because most development finance actors promote regional integration through specific financial mechanisms.
64. Three scenarios can be envisaged regarding the financing of OACPS operational programmes and projects in 2024-2025 and later years:
- 64.1. **In the first scenario**, the OACPS operational programmes and projects are partly financed by contributions from Member States and the rest by grants from partners. This scenario, the most ideal of all, is unreasonable in the short and medium term for the reasons specified above with regard to the contribution of the OACPS Member States, the uncertainty regarding the level of EU financing, the tight deadlines for approaching the different potential partners and the size of the financial allowance to be mobilised (over one billion euros for just two years);
- 64.2. **The second scenario** consists of ensuring the financing of OACPS programmes and projects exclusively through grants to be mobilised from the Organisation's traditional partners and new development financing actors. This is the most appropriate scenario for 2024 and 2025 and requires vigorous diplomatic action by the Secretariat backed by solid support from the different member countries of the OACPS. The above-mentioned round table will be part of this vigorous action taken by the Secretariat;
- 64.3. **In the third scenario**, OACPS programmes and projects are funded by grants to the OACPS and programme financing that were onlent to them by member countries. In the medium and long term, this scenario is the best choice thanks to the guaranteed resource sustainability that it is likely to offer.
65. The operationalisation of the FFD is assumed to enable resources to be released in the medium and long term to contribute towards financing the OACPS Secretariat's budget and its operational programmes and projects.

IV. GUIDING PRINCIPLES AND AXES OF THE RMS

66. The guiding principles and the axes of the OACPS strategy for the mobilisation of resources for financing development draw their foundations from the 2019 Nairobi Nguvu Ya Pamoja Declaration, the 2022 Luanda Declaration and the principles of the Addis Ababa Action Agenda (AAAA) adopted by the international community in June 2015 as a new global framework for financing sustainable development aligned with the vision set out in Agenda 2030. The principles and axes of the RMS also refer to the Secretariat's 2022-2025 SP, which aims to transform it into a centre of excellence providing quality services to the different bodies from the OACPS.

4.1 Guiding principles of the RMS

67. The OACPS RMS is based on six mutually supportive guiding principles to converge towards the objective of ensuring stable, sustainable, predictable and sufficient financing of the Organisation's operational programmes and projects and the running of its Secretariat to contribute to financing development in its member countries to meet the SDGs.

Principle 1 - Responding to the needs of the OACPS in an increasingly uncertain international context

68. The OACPS Secretariat must play a decisive role in affirming the new organisation as a major player in multilateralism in a global context punctuated by intense upheavals and increasingly serious crises that require concerted action on an international scale. **This role requires diversifying strategic partnerships to ensure the availability of stable and sustainable resources for the financing of the 2022-2025 SP action plans and subsequent strategic plans** – which are the main planning instruments for the transformation of the Organisation's structures, particularly its Secretariat and OACPS operational programmes and projects.

Principle 2- Promoting the complementarity of financing sources and resources

69. The magnitude of the challenges faced by OACPS member countries, the evolution of the Organisation's mandate and the upheavals taking place around the globe that are impacting official development assistance (ODA) mean that the RMS needs to promote the complementarity of the financing sources that the OACPS will be able to access and the resources that it can mobilise.

70. The practical application of this principle requires a more effective and efficient use of the resources at the OACPS's disposal, the diversification of strategic partnerships and the optimisation of national, regional and international synergies as well as capacity building of the Secretariat. It also requires mainstreaming results-based programming and implementation.

71. These requirements constitute the guiding principles of the OACPS RMS in view of their importance.

Principle 3 - Promoting effectiveness and efficiency

72. Improving the effectiveness and efficiency of the use of resources available to the OACPS Secretariat is a necessary and non-negotiable condition for mobilising stable and sustainable resources from the Organisation's Member States and development partners. To this end, and as underlined within the context of the specific objectives of the RMS, **the structure, size, capacities and management systems of the Secretariat will be adapted** to provide effective and efficient support to the proper functioning of the OACPS bodies and joint institutions and to support Member States in mobilising financial resources and dealing with the thorny issue of external debt. A planning, monitoring, evaluation and reporting framework (PMER) will also be implemented at the same time.

Principle 4 – Diversifying strategic partnerships and optimising national, regional and international synergies

73. The OACPS's resource mobilisation strategy will take full advantage of financing opportunities at the level of each member country and the different regional commissions and organisations as well as on an international level. It would involve **developing maximum synergies between these three levels to diversify strategic partnerships by exploiting all the opportunities offered by South-South cooperation, North-South cooperation, the new partnership with the EU and triangular cooperation**, in accordance with the principles of the Addis Ababa Action Agenda reaffirmed by the Nairobi Nguvu Ya Pamoja Declaration and the Luanda Declaration.
74. Strengthening coordination between the Secretariat and the OACPS regional commissions¹² and member organisations of the Coordination Committee of Interregional Organizations (CCOIR)¹³ will be fundamental to maximising synergies. In fact, these commissions and organisations have already developed RMSs and forged partnerships that can constitute solid bases to mobilise financing for OACPS programmes and projects as well as for the running of the Secretariat.

Principle 5 - Capacity-building

75. Capacity building is another essential condition for the mobilisation of stable, predictable and sustainable resources. The Secretariat cannot successfully ensure the triple general, institutional and thematic coordination required for the optimal mobilisation of resources without this. General coordination involves all development financing actors, regardless of whether they are traditional partners of the OACPS or new donors that the Secretariat may approach when attempting to diversify strategic partnerships. Institutional coordination, meanwhile, involves the different regional commissions of the OACPS and the member organisations from the CCOIR, while thematic coordination involves donors according to their areas of action in order to ensure the

¹² East African Community (EAC), Economic Community of Central African States (ECCAS), Economic and Monetary Community of Central Africa (CEMAC), Economic Community of West African States (ECOWAS), and Southern African Development Community (SADC). Caribbean Community (CARICOM), Pacific Islands Forum Secretariat (PIFS).

¹³ African Union Commission (AU), Caribbean Forum (CARIFORUM), Common Market for Eastern and Southern Africa (COMESA), Indian Ocean Commission (IOC), Intergovernmental Authority on Development (IGAD), Organization of Eastern Caribbean States (OECS).

complementarity of their support and alignment with the Organisation's strategic priorities.

76. Capacity building is also an absolute requirement insofar as its positive impact on the capacity to absorb financial resources by improving the capacity to design operational programmes and projects and to monitor and evaluate their implementation as well as that of the effectiveness and efficiency of the use of resources and the quality of the services and support provided by the Secretariat to organisations from the OACPS, the joint institutions and Member States.
77. **Any assistance to OACPS programmes and projects should include explicit capacity-building components or actions, so as to develop and consolidate the Secretariat's human and institutional resource capacities** to be able to complete the different tasks assigned to it, which have been expanded by the Luanda Declaration and other bodies.

Principle 5 - Conducting results-oriented implementation and programming

78. Results-based implementation and programming is now, and will be even more in the future, another prerequisite for a successful resource mobilisation strategy. They are justified by the exacerbation of competition for obtaining resources due to the growing complexity of the architecture of international cooperation as a result of the upheavals and crises taking place worldwide. **Within the scope of financial competition, the OACPS Secretariat must provide high quality services and support within the framework of OACPS operational programmes and projects and through its day-to-day operations, adopting rigorous monitoring and evaluations** that allow it to meet the deadlines set, intervene effectively and report on its actions.
79. Based on these five major principles, the OACPS resource mobilisation strategy is structured around the following four axes.

4.2 Axes of the RMS

Axis 1: Planning, budgeting, monitoring and evaluation

80. The OACPS resource mobilisation strategy to be implemented by the Secretariat will be consistent and uniform and based on:
- 80.1. the guidelines and priorities for the development, planning, monitoring and evaluation of the Organisation's medium-term strategies as adopted by its different bodies;
- 80.2. the strategic objectives of the 2022-2025 SP, which aims to transform the Secretariat into a centre of excellence that provides the OACPS "with support for the fulfilment of its internationally agreed development commitments and obligations, and promotes the equitable integration of its members into the international community and the global economy, based on the principles of solidarity and unity in diversity"¹⁴;

¹⁴ The OACPS Secretariat Strategic Plan 2022-2025 - Becoming a centre of excellence.

80.3. the annual work plans of the departments/units and the consolidated annual work programme of the Secretariat that constitute the main framework for the implementation of the SP to meet the Organisation's strategic priorities in its main impact areas.

81. To this end, the elements of an effective PMER framework have been defined in the Secretariat's 2022-2025 SP, which focuses on finalising the design of this framework and then its implementation in order to guarantee the systematic collection of data to allow better monitoring, make adjustments, learn lessons and increase the chances of a lasting impact, while assessing the effectiveness of budget use. An expert could be appointed within the Secretary-General's Office, to oversee all aspects of planning, monitoring, evaluation and reporting for the Organisation and its partners.
82. The PMER to be designed and implemented will draw on good practices and positive examples identified in the framework of successful PMER systems to maximise the absorption capacity of resources and optimise their use for the development of the OACPS member countries.
83. The Secretariat will also implement appropriate regulations and procedures applying standards that offer guarantees equivalent to internationally recognised standards and promoting ownership in the implementation of OACPS operational programmes and projects at regional and national levels.
84. The OACPS resource mobilisation strategy will focus on the programme approach as the basis for cooperation with international and regional partners. This approach will be based on the planning documents consolidated by the Secretariat based on the needs expressed by the different regions of the Organisation.
85. The Secretariat will work closely with the different partners in the framework of identification cycles, evaluation and formulation and during the implementation and evaluation phases to ensure the optimal allocation of resources to activities and alignment of the different financial and technical support with the OACPS's strategic priorities. This concern for alignment will be supported by regular updates by the Secretariat on the levels of financing required for the different OACPS impact areas.

Axis 2: Capacity for resource mobilisation

86. The Macroeconomics, Development Finance and Programming Department (MFDP), in consultation with the other departments of the OACPS Secretariat, will be responsible for supporting the processes necessary to implement resource mobilisation activities with the OACPS member states and the traditional partner, the EU, as well as with the different international and regional development finance institutions and other potential partners.
87. A resource mobilisation framework will be developed for the purpose, the guidelines of which will indicate ways to strengthen the efforts of the MFDP and other Secretariat structures. These guidelines will be particularly guided by the fourth and fifth strategic objectives of the Secretariat's 2022-2025 SP, relating to the adaptation and

modernisation of the Secretariat and its sustainable financing, and the ensuing related outcomes and outputs.

88. Resource mobilisation plans coupled with the planning cycle will be important working tools that will support the implementation of the OACPS Secretariat's successive strategic plans and steer negotiations and interaction with multilateral institutions, third countries, and international and regional organisations that will be approached to diversify sources of financing.

Axis 3: Consolidation and diversification of financing sources

89. The RMS will focus on consolidating existing sources of financing and ensuring sustainable access to new sources to ensure that sufficient stable and sustainable resources are obtained to finance the running of the OACPS Secretariat and its operational programmes and projects.
90. The consolidation of existing financing sources will include:
- 90.1. The consolidation and expansion of the relationship with the EU and the alignment of the Secretariat with the pillars of this major partner to take full advantage of the financing opportunities offered by the NDICI;
 - 90.2. The development, adoption and implementation of a new scale of Member States' contributions and the strengthening of advocacy with Member States to pay contribution arrears and ensure the regular payment of annual contributions to the Organisation's budget;
 - 90.3. The mobilisation of voluntary contributions from Member States; and
 - 90.4. the operationalisation of the Trust and Endowment Fund (FFD) established by the revised Georgetown Agreement to ensure the financial viability of the OACPS thanks to investments and loans it may approve.
91. Sustainable access to new sources of financing also requires strengthening and diversifying and intensifying partnerships with multilateral institutions, third countries, and international and regional organisations, particularly through:
- 91.1. the signature of new partnership agreements to fund development and implement the same, particularly in the framework of South-South and triangular cooperation (SS&TC); and
 - 91.2. the creation of new financing and investment outlets under the FFD.

Axis 4: Framework for Dialogue with cooperation partners

92. Reinforcing and expanding the role and visibility of the OACPS on the international scene and develop resource mobilisation capacities to ensure adequate, stable and sustainable financing for its bodies and operational programmes and projects require frameworks for dialogue with the different stakeholders involved in development cooperation.
93. The best use of existing dialogue structures and the establishment of new, effective and credible structures, if applicable, require the Georgetown Agreement as revised in 2019 to be completed as soon as possible, particularly through the implementation and

functionalisation of all OACPS bodies, including the OACPS Centre for South-South and Triangular Cooperation in Malabo and the subsidiary and advisory bodies. It is the price at which the Organisation will demonstrate its determination to become a major player in multilateralism and establish itself as a credible spokesperson for the different cooperation partners, thus succeeding in its transformation.

94. Through its various departments whose capacities will be reinforced for this purpose, the Secretariat will ensure the effective presence of the OACPS in the dialogue frameworks already in place internationally and regionally for the follow-up of the different aspects of the 2030 Agenda for Sustainable Development and the specific agendas of the different organisations and the Organisation's regional commissions members.
95. Focus groups may be established in a flexible manner and coordinated by the departments for each of the four main areas and the two cross-cutting areas of impact of OACPS's action defined in the 2022-2025 SP pursuant to the Nairobi Nguvu Ya Pamoja Declaration and the Luanda Declaration in order to better harmonise the interventions of partners and align them with the priorities of the Organisation. A lead partner may be designated within each group to (i) assist in facilitating coordination with other partners who are already involved or interested, (ii) provide the necessary strategic advice to the Secretariat and other structures of the OACPS on the comparative advantages of each partner and its priorities in areas of action, and (iii) develop synergies.

V. FINDINGS ON RESOURCE MOBILISATION BEST PRACTICES AND RECOMMENDATIONS FOR THE IMPLEMENTATION OF THE OACPS RMS

96. The international electronic communications network provides a wealth of documentation on resource mobilisation within organisations, some of which are comparable to the OACPS. We can draw certain conclusions based on this consultation on best practices and make some recommendations for the completion and implementation of the OACPS RMS.

5.1 Conclusions on best practices in resource mobilisation

97. The different RMSs¹⁵ and other resource mobilisation documents consulted clearly show that best practices are those based on principles and focused on the axes described in section 4 above, with particular emphasis on the four priorities below:

- 97.1. Reinforcing the planning, monitoring and evaluation role to properly quantify the volume of resources needed, maximise the absorption capacity of these resources and optimise their use in terms of effectiveness and efficiency;
- 97.2. Consolidating the coordination and mobilisation role of financial and technical resources, in particular through the development of human capacities and the improvement of procedures and work processes in order to guarantee the alignment of partners' contributions with priorities;
- 97.3. Diversifying sources of financing by exploring the multiple opportunities offered by the development financing landscape and by promoting multi-donor partnerships within a programme approach;
- 97.4. Strengthening dialogue, coordination and information sharing with the different partners, with a view to increasing their support, while maintaining the direction of the process and remaining the owner to ensure alignment of partner contributions with the priorities of the Organisation.

5.2 Recommendations for the implementation of the OACPS RMS

98. Given the successful experiences of resource mobilisation, the OACPS Secretariat would benefit from implementing the following five key recommendations to maximise the chances of success of its RMS.

Recommendation 1: Identifying needs

99. The first step in resource mobilisation is to identify needs, through the preparation of regularly updated budgets based on multi-annual action plans, and to identify existing

¹⁵ Particularly those from the United Nations Conference for Education, Science and Culture (UNESCO), the World Health Organization (WHO), the Joint United Nations Program on HIV/AIDS (UNAIDS), the African Union Development Agency (AUDA-NEPAD), SADC, ECOWAS, the International Plant Protection Convention (IPPC), etc.

resources that can be used to respond to them and that include assets and capacities¹⁶ that the OACPS Secretariat can already avail of or access.

100. Calculating the resources needed to cover the operating costs of the Secretariat's and the operational programmes and projects for the 2024 and 2025 financial years presented in point 3.3 above entails identifying even a rough estimate of the financial needs for the following two years. This should serve as a basis, once partners likely to contribute to their financing have been more clearly identified after the operational project and programmes have been refined and implemented according to the areas of action of the 2022-2025 SP, for organising a round table of funding donors, preferably before the end of November 2023.
101. In terms of the future, the OACPS Secretariat must ensure that the process of developing an OACPS Strategic Plan (SP) is initiated over a certain period of time in consultation with the different regions of the Organisation, as well as its implementation into multiannual action plans and the evaluation of the resources required for their implementation.

Recommendation 2: Increasing the volume of resources mobilised from the EU, Member States and donors who are already partners of the OACPS

102. The EU's NDICI mechanism offers financing opportunities for the different sectors covered by the OACPS's intervention areas. It is therefore possible to increase the volume of resources mobilised from the traditional partner, especially since it is one of the main providers of the ODA, speeding up the process of bringing the Secretariat into line with the EU pillars and organising a sustained diplomatic campaign with those from the highest echelons of the European Commission and different EU Member States, particularly the most important ones in terms of contributing to the NDICI's resources.
103. The commitment of Member States to the OACPS's new dynamics should lead to, as already mentioned in point 3.1 above, an increase in their contribution to financing the Secretariat and operational programmes and projects and a release of their contribution to FFD financing. The Secretariat's continued advocacy would be useful in that regard. Part of this advocacy will make it necessary to stress the leveraging effect that an increase in member countries' contributions will have by encouraging partners to provide more resources, including for the constitution of the FFD's capital.
104. The practical methods to optimise the benefits of cooperation, focusing on the measures to be taken to promote access to the different financing outlets available, particularly subsidies and grants, for the traditional donors who are already OACPS partners, will need to be identified by the Secretariat.

¹⁶ These assets and capabilities include internal skills, training, internal management resources and existing partnerships.

Recommendation 3: Identifying donors and potential opportunities and operationalising the FFD

105. The search for financing from new partners, a key step in the resource mobilisation process, requires having a proper understanding of the different stakeholders in the current development financing landscape, the main ones of whom have been listed in point 3.2 above. The potential financing opportunities offered by each of these stakeholders should be identified and recent investment trends analysed in order to determine the needs for which the OACPS can seek to mobilise resources from this potential partner. Decision-makers operating at the level of each potential partner should be therefore identified and a letter sent to them informing them of the OACPS Secretariat's wish to establish a partnership with their institution.
106. The first step will require targeting partners that can offer non-repayable subsidies and grants, concessional loans requiring guarantees that could subsequently be requested by the Secretariat from certain OACPS member countries.
107. The FFD's operationalisation requires the mobilisation of a sufficient volume of resources for the start-up of at least one of its outlets, hence the need for advocacy with Member States and subsequently with partners.

Recommendation 4: Developing and implementing a communication, advocacy and approach strategy tailored to each donor

108. The approach of potential partners requires developing an advocacy and communication strategy with materials focused on the specific objective of the resource mobilisation and adapted to each potential partner, highlighting the link between the objectives it pursues and those of the OACPS and the benefits it can expect from a partnership with this organisation.
109. The EU, UN agencies and other potential donors already supporting the OACPS can provide valuable assistance in mobilising resources from new partners. Care should therefore be taken to seek advice on how best to mobilise potential investors and to encourage them to become contact points to facilitate partnerships with these investors.

Recommendation 5: Establishing and maintaining partnerships with resource providers

110. Once potential partners are mobilised and available to provide resources, the last step involves creating and formalising effective partnerships with them by defining partnership and engaging in joint planning and strategy. The definition of partnership involves defining the relationship with the financial partner and how this relationship will work transparently. It involved an agreement with the donor which particularly defines the objective of the partnership and its duration, how the resources will be used to obtain this, the role of each party in the partnership, how the resources are transferred and how they are used. The agreement also specifies how the use of resources will be monitored and reported, the communication systems that will be established to exchange information with the partner, and other items.

VI. IMMEDIATE CAPACITY BUILDING NEEDS AND RMS RESULTS AND M&E FRAMEWORK

111. The data available does not allow a real multi-year capacity building plan to be established to support the successful implementation of the OACPS RMS. However, they do allow for the identification of immediate needs. A simplified results framework will also allow for the OACPS RMS to be monitored and evaluated.

6.1 Immediate capacity building needs

112. The two Secretariat support projects scheduled for 2024 and 2025 should allow a multi-year capacity building plan to be drawn up for the Office of the Secretary General and the various operational departments and to start to put it into place. A review of the human resources currently available at the Secretariat¹⁷ shows that the MFDP and the Media, Communication and Public Relations Service (MCRP), which will initially be the one most closely affected by the implementation of the RMC, would benefit from having the needs summarised in the table below met as urgently as possible.

Table 7: Immediate needs for strengthening the human resources of the OACPS Secretariat

Structure/Immediate Needs	Human resources	
	Recruitment	Training
Office of the Secretary-General's	2 Junior Experts to assist the MCRP expert to draft and implement a differentiated approach and communication strategies according to traditional and new partners	Training in approach and communication techniques
MFDP	2 Junior financial experts to support the mobilisation of funds.	Training in the mobilisation of financing for the two experts already in place and junior experts to be recruited

113. The recruitment of junior experts will naturally involve an immediate need for office equipment, computer equipment and software and applications for the scheduling and monitoring of activities as well as for day-to-day operating resources.

6.2 Simplified OACPS RMS results and monitoring-evaluation framework

114. The table below details a simplified framework of the OACPS's RMS results and monitoring-evaluation. This framework reiterates the general objective and the specific objectives of the strategy, the results and products expected to be implemented and the structures responsible for the same. The framework also defines indicators to monitor and evaluate the implementation of the RMS specifying their baseline values/situations in 2023, the targets to be achieved by the end of 2025 and the end of 2029, the verification sources, and the people responsible.
115. The choice of 2023, 2025 and 2029 is justified by the fact that 2023 is when the RMS is started up while 2025 corresponds to the last year of the 2022-2025 SP and should involve finalising the future SPs, which will be broken down into multi-year action plans, the first of which could cover the 2026-2029 period.

¹⁷ OACP Staff Directory, <https://www.oacps.org/about-us/staff-directory/>

Table 8: Simplified OACPS RMS results and monitoring-evaluation framework

Objective: To ensure stable predictable and sufficient financing of the OACPS's operational programmes and the functioning of its Secretariat, as well as diversifying strategic partnerships to contribute to development financing in the member countries of the organisation to meet the SDGs							
RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/ REDUCTION MEASURES	MANAGER
		Indicator	Benchmark situation	Target			
IMPACT	Enough financial resources have been mobilised	Coverage rate of the provisional budget of the Secretariat and operational programmes	xx% (2023)	70% (2025); 100% (2029)	Secretariat Financial Reports	Poor mobilisation of resources/Continuous advocacy and support from States	Secretariat
	The strategic partnerships are diversified	Number of strategic partnerships	xx (2023)	20 (2025; 60 (2029)	Secretariat activity reports	Poor mobilisation of partners/Differentiated approach strategies & State support	
EFFECTS	Clear and coordinated strategy for requesting, obtaining, using, monitoring and managing funds and support provided within the framework of development cooperation, adopted and implemented	Development of a resource mobilisation framework	0 (2023)	1 (2025)	Secretariat activity reports	Capacity weaknesses/Capacity building in human resources and work tools/Improving the monitoring-evaluation and reporting system	Secretariat/ MFDP and AFHR
	Preparation of a framework for planning, monitoring, evaluation and reporting framework (PMER)		0 (2023)	1 (2025)			Secretariat/ PMER and MFDP Expert
	Improved effectiveness of official development assistance provided to the OACPS	Degree to which the OACPS programme results have been reached	xx% (2023)	50% (2025); 70% (2029)	Evaluation reports		
	Increased mobilisation of domestic resources by strengthening the contribution of Member States to the financing of the Organisation	Rate of mobilisation of contributions from Member States	68% (2021)	80% (2025); 100% (2029)	Secretariat Financial Reports	Insufficient mobilisation of State contributions/Continued advocacy by the General Secretariat	Secretariat
	Reinforced and consolidated existing partners	Number of existing reinforced and consolidated partnerships	X (2023)	5 (2025) ; 20 (2029)	Secretariat activity reports	Poor mobilisation of partners/Differentiated approach strategies & State support Inadequate financial resources and human capacities/Advocacy with partners and support from Member States	Secretariat
	New partnerships developed	Number of new partnerships	X (2023)	15 (2025) ; 40 (2029)			Secretariat
	Restructured and upgraded OACPS Secretariat	A drawn up and implemented restructuring and modernisation plan	0 (2023)	1 (2025)			Secretariat
PRODUCTS	Planning, monitoring, evaluation and reporting (PMER)				Secretariat's activity reports	Insufficient human capacities/ Capacity building through recruitment and training	Secretariat
	1.1 Multi-year strategic plan (SP) prepared	Multi-year SP available	2023 (2022 -2025 SP)	2025 (2026 -2029 SP)			
	1.2 Annual work plans and budgets (AWPB) from departments and units prepared	AWPB available	2023: No	Each year			
	1.3 Consolidated annual Secretariat work plan and budget prepared	Consolidated AWPB available	2023: No	Each year			
	1.4 Monitoring-evaluation system prepared and implemented	M&E system available	2023: No	2025: ME system implemented			
	1.5 Reporting system prepared and implemented	Reporting system available	2023: No	2025: Reporting system implemented			

	Capacity for resource mobilisation 1.6 MFDP capacities strengthened 1.7 Resource Mobilisation Framework (RMF) prepared and implemented 1.8 Resource Mobilisation Plans (RMPs) and planning cycle synchronised	Expanded team and increased operating resources RMF operational RMP synced with the planning cycle	2023: No	2025: Reinforced team, operational RMF and synchronisation with the planning cycle	Secretariat's activity report	Insufficient human capacities/ Capacity building through recruitment and training	Secretariat/MFDP, AFHR and PMER Expert
	Consolidation and diversification of financing sources 1.9 A consolidated and expanded relationship with the EU 1.10 Member States' contributions reassessed and regularly paid 1.11 FFD operationalised 1.12 New agreements signed, particularly within the framework of the SS&TC	Alignment of the Secretariat with the EU pillars Rate of mobilisation of contributions from Member States FFD operational Partnerships forged	2023: No 68% (2021 2023: No X (2023)	2025: Compliance assured 80% (2025); 100% (2029) 2029: FFD operational 15 (2025) ; 40 (2029)	Secretariat's activity report	Poor mobilisation of partners and insufficient mobilisation of contributions from States/Differentiated approach strategies & Support from States and; /Continued advocacy by the General Secretariat	Secretariat
	Framework for Dialogue with cooperation partners 1.13 General coordination with partners established 1.14 Reinforced institutional coordination with regional commissions 1.15 Thematic coordination with partners established 1.16 Guaranteed operationalisation of the different bodies of the OACPS	Operationalisation of the different OACPS organisations ensured Formalised coordination mechanisms developed and implemented Formalised coordination mechanisms developed and implemented OACPS Centre for SS&TC in Malabo and operational subsidiary and advisory bodies	2023: x participation 2023: Poorly functioning mechanisms 2023: Non-existent formal mechanisms 2023: Non-operational Malabo Centre and subsidiary and advisory bodies	2025: y participation; 2029: z participation 2025: Operational mechanisms 2025: Operational formal mechanisms 2025; Operational Malabo Centre and subsidiary and advisory bodies	Secretariat's activity report	Inadequate financial resources and human capacities/Advocacy with partners and support from Member States	Secretariat