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## **1. Introduction**

Equatorial Guinea has the highest per capita income level amidst the sub-Saharan African countries. Although, it is among the countries which recorded in the lower levels according to available social indicators. This per capita income level is due to the oil exploitations carried out within the country. The country's great weakness is the lack of economic diversification. In fact, the 2<sup>nd</sup> National Economic Conference held in Bata, in 2007, was mainly focused on strategies to make Equatorial Guinea an emerging country by 2020. To this end, four potential sectors were identified: Agriculture, Fishing, Energy and Financial and Tourism. For the economic diversification long-term sustainability, it is necessary to strengthen the following foundations: Infrastructure of competitive basis, **Good Governance**, Social Welfare Policy and the existence of human capital.

Equatorial Guinea is characterized in 2020 by the predominant role played by the private sector in the creation of wealth. However, in order to achieve this, the State, through **Exemplary Governance**, must continue to play a key role by promoting in a proactive manner, the emergence of the priority sectors.

The first phase of the National Socio-Economic Development Plan (PNDES), for Equatorial Guinea to become an emerging country by 2020, has favored a huge expansion in public investment. Roads, ports and airports, and electricity generation have been transformed, and the number of housing units in urban areas has increased.

There has been considerable progress in the field of **Good Governance** above all:

- The Reform of the Constitution to promote the participation and representation of the citizens in the new constituted bodies

- Improvement of the business climate to attract investment
- Respect for Human Rights
- The nation has expanded and reinforced its integration and cooperation at regional, sub-regional and international level with the creation of new diplomatic missions and new cooperation agreements.

**2. Key Departments for the implementation of Good Governance at the citizen service:**

- a) Ministry of Foreign Affairs and Cooperation
- b) Ministry of Regional Integration
- c) Ministry of Justice, Religious Affairs and Penitentiary Institutions
- d) Ministry of Interior and Local Corporations
- e) Ministry of Civil Service and Administrative Reform
- f) Ministry of Trade and Business Promotion
- g) Ministry of National Defence
- h) Ministry of National Security
- i) Ministry of Economy, Planning and Public Investment
- j) Ministry of Finance and Budget
- k) Ministry of Mines, Industry and Energy
- l) Autonomous Entities

m) Private Sector

n) Civil Society, etc.

### **3. Goals of the National Socio-Economic Development Plan in the Public Sector**

| <b>GENERAL GOAL</b>  | <b>STRATEGIC GOALS</b>   | <b>GOAL INDICATORS</b>   |
|--|--|--|
| <i>To establish Good Governance at citizen's service and good management of public affairs</i> | <i>1. To implement a strategic State and a modern administration</i> | <i>1.1. To Reorganize and Decentralize the Administration</i>                      |
|  |  | <i>1.2. Rationalization of the management of public services</i>                   |
|  |  | <i>1.3. To strengthen ethical values in the public service</i>                     |
|  |  | <i>1.4. To enhance and modernize the management of human resources</i>             |
|  |  | <i>1.5. To improve relations among the Administration, citizens and enterprise</i> |
| <i>To establish Good Governance at citizen's service and good management of public affairs</i> | <i>2. To review the legislative framework</i>                        | <i>2.1. To improve the legal framework</i>   |
|  | <i>3. To strengthen the judicial system</i>                          | <i>3.1. To put in place mechanisms to improve the judicial system</i>              |
|  | <i>4. To encourage participation and representation of citizens</i>  | <i>4.1. To continue efforts to promote public rights and freedom</i>               |

|   |  |   |
|---|--|---|
| To establish Good Governance at citizen's service and good management of public affairs | <i>5. To promote decentralization</i>                                      | <i>5.1 To achieve the development of all local communities</i>  |
|   | <i>6. To ensure respect for Human Rights</i>                               | <i>6.1. To improve the respect towards fundamental human rights</i>   |
|   | <i>7. To ensure good management of security and civil defence</i>          | <i>7.1 To obtain effective civil protection able to face any catastrophic situation</i>                           |
|   | <i>8. To strengthen regional integration and international cooperation</i> | <i>8.1. To strengthen the inclusion of E.G. in sub regional, regional and international integration processes</i> |
|   | <i>9. To achieve a sustainable Good Governance</i>                         | <i>9.1. To enhance the framework of governance</i>  |
|   |  | <i>9.2 To evaluate the contractual framework linking E.G to oil companies</i>                                     |
|   |  | <i>9.3. To rationalize the income generated by oil management system</i>  |
|   |  | <i>9.4. To consolidate, in the short term, internal and external balances</i>                                     |

|  |  |  |
|--|--|--|
| <p>To establish Good Governance at citizen's service and good management of public affairs</p> | <p>9. To achieve a sustainable Good Governance</p> | <p>9.5. To facilitate tax and customs system reform minimizing dependence on income derived from oil and ensuring public finances sustainability</p> |
|  |  | <p>9.6. To better control the programming and execution of public expenditure</p>  |
|  |  | <p>9.7. To improve transparency of accounting budget management of oil revenue</p>   |
|  |  | <p>9.8. To modernize the management of public procurement</p>  |
|  |  | <p>9.9. to fight corruption</p>  |
|  |  | <p>9.10. To reform public participation policy on funds and on the management of businesses and autonomous structures</p>                            |
|  |  | <p>9.11. To consolidate monetary liquidity management strategy</p>   |
|  |  | <p>9.12. To modernize the banking and financial system</p>   |
|  |  | <p>9.13. To take better advantage of accumulated currency reserves</p>   |

#### **4. Current situation. Developments**

Since the discovery of oil, the Government of Equatorial Guinea has been taking initiatives and measures at legal, institutional and administrative levels aimed at promoting and consolidating good governance (political and economic), as well as the promotion of transparency in the management of public affairs in the country.

These measures and initiatives were obtained as recommendations from two National Economic Conferences. The First Economic National Conference (September 1997), where the First Medium-Term Economic Strategy was set, with the purpose of recognizing priorities for the rational and efficient use of resources from oil exploitation, for the period 1997-2001, with two successive evaluations: a mid-term one in 1999, and final one in 2003.

In 2007, during the Second National Economic Conference, the National Plan for Socio-Economic Development (PNDES) "Equatorial Guinea Horizon 2020" was adopted. Its purpose is to diversify sources of growth to turn Equatorial Guinea into an emerging country by the year 2020, comprising two main periods divided into two phases: a phase of Transformation (2008-2012) where the foundations for diversification (infrastructure, good governance, social welfare and human capital) should be strengthened; and a phase of Emergence (2013-2020), where the pillars are secured to achieve a sustainable and diversified economy, these pillars are: Agriculture and Livestock, Fishing and Aquaculture, Petrochemistry and Mining, Tourism and Financial Services.

Among the strategic goals set by both Conferences, the achievement of quality public governance constitutes one of the main foundations of the 2020 Plan. To achieve this goal, the Government of Equatorial Guinea has initiated a process of transformation in the country, which implies a deep reform and modernization of the national public administration, improving the legal framework and the creation of a more attractive business climate for private investment, guaranteeing optimal and transparent management of oil income.

With the intention of further improving good economic governance, Equatorial Guinea has organized successive sector conferences as part of the follow-up of the implementation of the 2020 Plan, such as: the National Conference on Electrification (August 2010), to evaluate all energy subsector projects; the National Conference of Industrialization (PEGI 2020, November 2011), which adopted the framework for action to promote a competitive industry.

Measures taken by the Government of Equatorial Guinea to achieve a more transparent and effective economic management, are amongst others, the following:

- 1. The Constitutional Reform** of November 2011, which culminated in the creation of (a) Senate, (b) Court of Auditors (c) Ombudsman, (d) Economic and Social Council, that aims to improve the transparency and accountability of the country.
- 2. The Presentation, Discussion and annual Publication of the State's General Budget before the Parliament.** As an element of transparency to present to citizens and representatives of the people the source and destination of the national wealth.
- 3. The Strengthening of anti-corruption Legal Instruments:** establishment and implementation of the judiciary and Prosecutor's Office practices on the fight against corruption; creation of the Finance Research National Agency (ANIF).
- 4. The manifest will of the Government to adhere to the Extractive Industries Transparency Initiative (EITI),** is a clear sign of the interest of the Government to make more visible the traceability of the handling of resources from hydrocarbons, despite the surmountable difficulties encountered in the process of adhesion.
- 5. The Permanence of Technical Assistance from World Bank (WB) and the International Monetary Fund (IMF), as well as the Convention's Article IV with these two**



**international financial organizations**, confirm the enduring desire of the Government to improve the management of public finances.

- 6. The Financial Management Computerization Programme with the African Development Bank**, in the framework of an agreement signed by the Government and the ADB.
- 7. The recent creation of the (a) Directorate of Public Accounting as well as (b) the General Directorate of Studies, Monitoring and State Contracts within the Ministry of Finance**, is a clear gesture of intent to create an increasingly more transparent management of public affairs.
- 8. The respect for Human Rights**; with the creation of the Commission on Human Rights.
- 9. Expansion and Strengthening of Integration and Sub-regional, Regional and International Cooperation with the creation of new diplomatic missions and new cooperation agreements**: before 2008, the diplomatic representations from Equatorial Guinea did not exceed 25. Today, there are around 12 representations with multiple accreditations, in Africa alone.

As another product of good governance, the National Plan for Industrialization E.G. 2020 (PEGI 2020) encourages investors to strengthen the development and implementation of sectoral plans and thus diversify our economy. The PEGI is both an integrated and integrator sectoral plan resulting from the First National Conference on Industrialization of Equatorial Guinea, held in November 2012, aimed to contribute to the effective implementation of the National Plan for Economic and Social development of Equatorial Guinea (PNDES) in its second phase.

The strategic goal of the PEGI is the development and implementation of sectoral plans of industrial development to strengthen the following sectors of industrial development: Mining, Agriculture,

Fishing, Tourism, Telecommunications, Financial Services, and Electricity.

Their specific actions for the future include:

- The creation or establishment in the national territory of industrial areas for strategic sectors.
- The adoption of the Agency of Standardization, Metrology and Certification, in anagram AGENOMCE.

Listed below, the implementation of the actions identified to each strategic goal of the PNDES in the area of Good Governance.

**STRATEGIC GOAL No. 1: To put in place a strategic State and a modern Administration.**

**INDICATOR No. 1: To Reorganize and Decentralize the Administration.**

**Actions:**

**1. To increase the efficiency of the Public Administration:**

- Civil Service Training Project "**project to support Administration Reform**" with PNUD. Several courses in Malabo and Bata are underway.
- **Training and refresher courses** for all Ministries' staff are being programmed.
- French language and filing courses are being conducted abroad and a personnel evaluation system has been developed. Now, all it is remaining is to make the feasibility study.

As shown on the attached tables, in the public administration level C among assistant with a 47% of civil servants remains dominant, but also the number of advanced experts at level B has increased considerably, from 3% approximately six years ago to 30% today; level D is at 16% and the percentage of graduates and engineers is 7%, still insufficient taking into account that they are the "thinking heads" or designers of the modernization of the Administration.

According to the distribution by Ministries and by levels of staff included in the census, the Ministry of Education and Science has 4.123 employees representing the 42.1%, the Ministry Health and Social Welfare has 1,746 employees, equivalent to 17.8% and other departments have 3.919 officials, representing the remaining 40.1%, respectively.

In terms of the distribution of officials surveyed by sex and levels, it is also observed that men represent 60% and women 40%.

Law number 2/2005, dated May 9, on the State Civil Officials, in its Article 8, first paragraph, provides that the remuneration of civil servants is basic and complementary and will be set annually in the States' General Budget Act.

## **2. To approach the administered to the Public Administration:**

Work is still being done for the integral improvement of this action through:

- **Project for the dissemination of legal Administration instruments;** by a television campaign. Contact with the Ministry of Information, Press and Radio has been established for successful cooperation in this matter.
- Local antennas to facilitate access to information will be created.
- A project for courses related to citizens' care is being elaborated, but they have not yet started.

In the future, each Department will have an office with staff prepared to facilitate a better flow of information about services offered by the Administration.

**3. To renew the role of the Administration in its strategic functions and delegation of operational powers to decentralized services:** it is about avoiding transferring the administration and the administered somewhere other than their places of residence; in fact, there is a project of construction and operation of Delegations in all provincial capital; the project is already implemented.

**4. To improve the description of the Central Administration structures and the strengthening of inter-ministerial coordination:** with the creation of new General Directorates and Ministerial Departments Sections/Services the nomination of responsibilities and tasks will be restructured in order to reorganize and decentralize the Administration and to know how to report interdepartmental activities.

**5. To strengthen structures and the functioning of regional and provincial delegations, as well as the functions of social services in the districts and the role of government representatives in the administrative management and its structures:** this has materialized through the appointments of provincial delegates and these offices are being equipped periodically.

**6. To develop management by objective (harmonization of the Central Administration and decentralized services):** not implemented.

**7. To define and implement a program of internalization of services, by the transfer of some functions of public services to external operators (delegation of the management of some public services):** not implemented.

**8. To develop, adopt and implement the national programme of Public Administration reform:** It is considered an ongoing project.

**9. To adopt a statute that defines and enhances the role of regional, provincial and departmental managers of Ministries' decentralized services (reform of the Act on the Legal System of the State's Central Administration, aiming to include provincial governors, Government delegates and services' leaders):** not implemented.

**10. To adopt an inter-ministerial convention that allows the creation of inter-ministerial expert groups at the disposal of the National Reform Programme:** not implemented.

**11.** To sanction a legal provision that allows a structure to monitor the National reform programme: not implemented..

**12.** To create regional resource centres and experts responsible for the support and leadership of the forms' actions at a regional level: not implemented.

**13.** To create a fund to support the administrative reform: a fund of 100,000,000 XAF) is envisaged for its setting up. Article 6 of the Decree of creation of the Commission of reforms'support plans for this fund which will be financed by the social fund and the Government.

## **INDICATOR No 2: Rationalization of public services management**

### **Actions:**

**1.** Reduction of Public Administration functioning costs: not implemented.

**2.** Creation and implementation of the Administration computerization programme: there is a strategic Plan of action for the computerization of the Public Administration under the Presidency's tutelage. The actions contained in this Plan are grouped into projects and will take place from 2013 to 2015, its cost amounts to 1.400.000.000 XAF; after running the project, there will be an e-Government in Equatorial Guinea.

**3.** Standardization of public spending: not implemented.

**4.** Decentralization of expenditures of the decentralised administrations, under the competence that Article 24.7 of the States'Central Administration Law System (LRJACE) granted to Ministers for the making available of own departments' costs: not implemented.

**5.** Development of the standardization of service offerings for benefits provided to administrations: this is in a running process through an

inventory done in all companies that provide cleaning and maintenance services. Elaboration of a list of terms that will guide access to buildings and other assets. It was approved by the Council Executive and submitted to the Prime Minister for its study at the inter-ministerial council. This involves maintenance of computers, cars and other assets.

**6. Implementation of an integrated system of Financial Control:** not implemented.

**7. To improve the management of financial projects through Public Funds of the National Investors Budget and the international cooperation funds:** not implemented.

**8. To programme the creation and description of special public service bodies:** action started in 2012 and still on process.

**9. To establish a fair and equitable system in the setting of civil servants' wages:** not implemented.

**10. An integrated cost management system design:** not implemented.

**11. Development of the functions of the Ministries' general service inspections:** not implemented.

**12. Clear description of procedures relating to public management:** action already defined in the Administrative Procedure Law.

**13. Study, development and implementation of standards conferring public markets:** not implemented.

### **INDICATOR No 3: Strengthen ethical values in the public service**

#### **Actions:**

**1. To reaffirm the principles of the public service (equality of treatment, adequacy of services according to users' needs; transparency;**

good reception and listening to the citizens; modernization of the Administration facing the challenges of globalization; respect for ethical standards, enhancement of human resources: not implemented.

**2. Raise public management moral standards:** not implemented.

**3. Monitor respect for the law:** A project started in December 2012 with the Reform of the Act of Civil Servants.

**4. Establishment of a code of conduct that sets the values guiding the behaviour of officials in the service of Public Administration, in each sector:** A project started in December 2012 with the Reform of the Act of Civil Servants.

**5. Strengthening transparency and reduction of the Administration's discretionary power through the principle of motivation of administrative acts:** not implemented.

**6. Providing information to the public and consulting with the civil society the adoption of provisions of administrative nature:** not implemented.

**7. Update of legal texts in order to suppress behaviour contrary to the public service ethics not provided for by the legislation in force:** project also started in 2012 with Reform of three administrative laws a) administrative procedure, b) Law on Civil Servants and c) the classification of the State's Civil Servants.

**8. Reactivation of the State's organisms of control and inspection:** not implemented.

**9. Strengthening of programmes for fight against corruption and personnel management:** A new project that started in 2012 with the review of the Law on Civil Servants.

## **INDICATOR No 4: To enhance and modernize the management of human resources**

### **Actions:**

**1. To consider the management of human resources a strategic axis of action in Public Administration:** it has been carried out with various refresher courses.

**2. To strengthen civil servants' professional skills:** training courses by the Ministry of Civil Service and Administrative Reform, the Ministry of Finance and Budget, amongst others, supported by the PNU and the World Bank; gradually increase the reinforcement of the capacities of officials. This action will be complemented by the implementation of the "Project of Construction and equipment of a training school and continuous refreshment for civil servants" that began in 2008.

**3. To develop dialogue and to modernize the practice of social dialogue:** not implemented.

**4. To mobilize and motivate human resources:** not implemented.

**5. Elaboration and adoption of a general statute for the public role in accordance with the requirements of modernity:** not implemented.

**6. Reactivation of the staff Committee and creation of a specific body that takes into account Civil Service problems (for example a Civil Service Council):** not implemented.

**7. Determination and adoption of a remuneration system that motivates the performance of officials (Article 16 of the Law of Civil Servants "LFCE"):** not implemented



**8. Development and approval of a provision specifying the modalities of evaluation of professional shortcomings according to the adopted statute of civil service: not implemented.**

**9. Readjustment of the civil servants' recruitment service: not implemented.**

- Civil Service applies the Civil Servant Law on recruitment and demands that these requirements are met
- Recruitment processes have not been modified
- Tests are completed for people who do not have higher education

The promotion and evaluation of the officials are included in a decree of classification of civil servants.

**10. Combination of access to positions of responsibility under criteria of merit and professional skills (explanatory statement of the law on civil servants "FLEC"): not implemented.**

**11. Review of the legal framework which organizes continuous training and refresher course: not implemented.**

**12. Creation of a Superior Administration and Magistracy Institute attached to the Ministry of Civil Service and Administrative Reform to promote basic formation, continuous training and refresher course for Public Sector employees: not implemented.**

**13. Adoption of an intergovernmental norm in terms of continuous officials' training: not implemented.**

**14. Development of a Master Plan that defines the strategy of continuing training at inter-ministerial level: not implemented.**

**15. Launching a pilot action with training schools:** not implemented.

**16. Creation of a national network of trainers:** not implemented.

**17. Adoption and implementation of a Judicial Status that organizes the evaluations based on results and improvement:** not implemented.

**18. Update of the rules governing the civil servants' classification system in grades and salary scales. (Decree n ° 162/1994):** in process.

- There is an updated decree of civil servants' classification that will be submitted to the Council of Ministers
- Extension of scales to favour and encourage promotion of civil servants
- Classified by scales within the same level
- Promotion until time of retirement at scales level

There are initiatives to recognize those that work harder, by initialling the work they have done.

**19. Development and approval by the services of human resources management of a regulatory text that put into practice the system of individual assessment:** not implemented.

**20. Conducting a study on a new statutory classification of grades and institutions in a functional manner:** not implemented.

**21. Conducting a study on the description of administrative positions:** not implemented.

**22. Development of a management Master Plan in anticipation of jobs, personnel and skills:** not implemented.

**INDICATOR No 5: to improve relations between the Administration, citizens and businesses.**

**Actions:**

- 1. To encourage the diversification of the economy:** not implemented.
- 2. To ensure citizens' rights and freedom:** information not provided.
- 3. To facilitate the citizens' access to administration benefits:** the project is being carried out nationally since 2008; creating customer service units (Receptionists) in all Ministerial departments.
- 4. Simplification of procedures:** not implemented.
- 5. Taking into consideration citizens' opinions and proposals:** information not provided.
- 6. Applying administrative and institutional processes of the Public Investment Programme (single agency, agency of real estate, private investment contracts, etc.):** not implemented.
- 7. Simplifying and clarifying the tax system:** information not provided.
- 8. To protect the privacy and civil liberty against the abusive use of new information technologies:** not implemented.

**9.** To ensure respect for the authority of “res judicata” by the administration of justice (law draft that suppresses the refusal of enforcement of administrative and judicial decisions): not implemented.

**10.** To ensure respect for private property, especially that of real estate, as the foundation of a person and their family right to development, established by the Constitution: information not provided.

**11.** To improve the management of the complaints of those administered, through the creation of a structure of Mediation Council: not implemented.

**12.** To simplify administrative procedures: not implemented.

**13.** To improve customer service to those administered: not implemented.

**14.** To carry out surveys or research to find out the degree of satisfaction of public service users, regarding reception, quality of service and procedures: not implemented.

**15.** To define an inter-ministerial norm concerning quality, reception and information of public service users: not implemented.

**16.** To strengthen the use of the Spanish language and French (second official language adopted by the Constitutional Law No. 1/1998 dated 21 January) during communication between the Administration and citizens: A project carried between June and October 2013; on creation of the Equatoguinean Academy of Spanish Language.

## **STRATEGIC GOAL No. 2: Reviewing the legal framework.**

## **INDICATOR N ° 1: Improving the legal framework**

### **Actions:**

- 1. Conducting a study for the replacement of inadequate laws:** an action which up to today is still under review according to focal points of the Ministry of Justice, Religious Affairs and Penitentiary Institutions.
- 2. To establish a program to strengthen staff capabilities:** the action is being conducted through continuous training of personnel.
- 3. To publish legal rules regularly:** action that is being carried out throughout a two phase project.
- 4. To establish a programme of law codification:** Not initiated.
- 5. To translate all of the community legal texts from French to Spanish:** Not initiated.
- 6. To publish and disseminate the rules of community law for their accessibility to users:** Not initiated.

## **STRATEGIC GOAL No. 3: To enhance the judicial system**

### **INDICATOR No. 1: To put in place mechanisms to improve the judicial system**

#### **Actions:**

- 1. To reform the Organic Law of the Judiciary:** the Act number 5 dated 18 of May, by which Judicial Organic Law number 10/1984, signed by the President of the Republic on May 18<sup>th</sup> 2009, is reformed. It entered

into force ninety days after its publication on the media and the Official State Bulletin.

**2. To improve the performance of the judicial system at all levels:** its performance has been considered improved from the first instance courts to the Supreme Court.

Also it has been introduced:

- Review of the Judicial Organic Law
- Legal Operators' training (notably, forensic medical training)
- Motivation to judicial staff (wage improvements and provision of transport means)
- Approach of judicial services to the population (creation of first instance courts and employment tribunals in the headquarters of greater concentration and economic activity districts)
- Development and mass distribution of the Access to Justice Guide
- Access to Justice awareness campaign
- Processing and distribution subsidiary legal compendium among sector operators
- Elaboration and edition of laws adopted from 1968 to 2008.

**3. To integrate all the rules of Community Law of the sub-region (OHADA, CEMAC, CEEAC) into the national legal system:** action also considered performed. With the signing and ratification of the revised OHADA Treaty and the training of magistrates, judges, prosecutors, and other legal operators in the OHADA Law by the ERSUMA.

**4. To train periodically the Judiciary and Ministry of Justice's personnel:** A continuous action through their own Ministerial Department to train its staff, judges and prosecutors. The Institute of Judiciary is also conducting training courses in the fields of Legal and Forensic Medicine, Officers of Justice, Auxiliary of Justice, and an Introduction to the profession for young lawyers; having created the first 4 Medical Forensic in the history of our country; 232 officers of Justice, including 50 civil servants seconded to the Judiciary and the Department of Justice, and 8 from uniformed bodies highlighted by the Ministries of National Defence and National Security; 150 Auxiliaries of Justice, as well as 30 young Lawyers who have completed a workshop on procedural Law. In the same way, they have created 75 Judges and Prosecutors.

**5. To promote activities and the operation of the Legal Practice School:** the activities and operations of the Institute of Judicial Practice have not been carried out entirely due to lack of subsidies. But it is known there is an ambitious Training Plan among other activities.

**6. To strengthen the Law Codification National Commission so they can achieve their objectives:** there is the project "National Commission for Codification of Laws and the National Committee on Religious Denominations" but is on hold waiting for tender processes.

**7. To build logistic infrastructures for Justice Administration services:** The projects of "computerization of records and notaries and the Construction of courts nationwide" have not yet been implemented. But there are already Provincial Hearings in provincial capitals.

It has to be noted that the following already exists:

- Construction of Palaces of Justice in Malabo and Bata
- Construction of the headquarters for the Supreme Court in Malabo

## **STRATEGIC GOAL No. 4: To encourage the participation and representation of citizens**

### **INDICATOR No 1: Continuing with efforts to promote public rights and freedom**

#### **Actions:**

**1. To continue to strengthen good governance mechanisms for the promotion of the rights and freedom, the strengthening of national democracy and citizens practice of voting:** Performed action. These points are considered by the Ministry of Interior and Local Corporations as permanent and dynamic actions.

**2. To proceed with the reinforcement of healthy and democratic coexistence of all the Equatoguinean citizens within the framework of the binding National Agreement between the Government and the political parties and their evaluation documents:** Performed action. It encourages participation in national affairs of all legal political parties established in the country in order to establish a healthy and democratic coexistence.

**3. To continue to organize symposiums, workshops, debates and seminars for the peripheral authorities, members of local entities and representatives of legalised political parties:** Periodically conducted.

**4. To carry out institutional campaigns to inform and encourage the participation of citizens in the electoral process:** Performed action. Periodically, the Government and political parties organize tours around all provincial capitals, holding seminars on peace and peaceful coexistence to provincial, district, municipal authorities and the population in general.



**5. To strengthen the participation in decision making of civil society on decisions towards development:** Performed periodically. There are rules governing recognition and legalization of associations, NGO's, associations, foundations, etc. supplemented by the Government. Therefore, civil society participation is effective in decision-making for development. NGO's enjoy the freedom to establish and operate in the country provided they meet the requirements stipulated to encourage the development of E.G. through the Public Sector. As of today, there are 42 NGOs registered and 46 associations and groups that with absolute freedom, participate in decision-making for the development of the nation.

## **STRATEGIC GOAL No 5: To promote decentralization**

### **INDICATOR No 1: To achieve local communities' development**

#### **Actions:**

##### **1. Strengthening of the institutional capacity of local authorities:**

Objectively, there is extensive decentralization, taking into account the assembly of the Administration on the outskirts, since the creation of provincial governments, Government delegations, city councils, town councils and neighbouring communities. There are rules governing the operation of each of these bodies.

Seminars are held periodically, in order to provide leadership members, with knowledge and skills to better lead their organizations.

In Equatorial Guinea, there are:

- Seven (7) Provinces
- Seventeen (17) Districts
- Thirty-six (36) Municipalities
- Forty-six (46) Councils: 36 City Councils and 10 Local Councils (Malabo and Bata).

Local authorities are detailed as follows:

**a. Bioko Norte Province:**

- One (1) Provincial Government (Malabo)
- (Two 2) Government Delegations (Malabo and Baney)
- Six (6) Attached Government Delegations (Malabo (5) and Rebola)
- Three (3) City Councils (Malabo and Baney Rebola)
- Five (5) Local Councils (in Malabo)

**b. Bioko Sur Province:**

- One (1) Provincial Government (Luba)
- (Two 2) Government Delegation (Luba and Riaba)
- Four (4) City Councils (Luba, Riaba, Moka and Batete)

**c. Annobón Province:**

- One (1) Provincial Government (San Antonio of Palea)
- One (1) City Council (San Antonio of Palea)

**d. The Coast Province:**

- One (1) Provincial Government (Bata)
- Three (3) Government Delegations (Bata, Mbini and Kogo)
- Ten (10) Attached Government Delegations (Bata (5), Machinda, Rio Campo, Bitica, Corisco and Cabo San Juan)
- Eight (8) City Councils (Bata, Mbini, Kogo, Machinda, Rio Campo, Bitica, Corisco and Cabo San Juan)
- Five (5) Local Councils (Bata)

**e. South Central Province:**

- One (1) Provincial Government (Evinayong)
- Three (3) Government Delegations (Evinayong, Niefang and Akurenam)
- Four (4) Attached Government Delegations (Bicurga, Nkim, Teguate and Nkumekieñ)
- Seven (7) City Councils (Evinayong, Niefang, Akurenam, Bicurga, Nkim, Teguate, and Nkumekieñ)

**f. Wele Nzás Province:**

- One (1) Provincial Government (Mongomo)
- Four (4) Government Delegations (Mongomo, Nsork, Añisok and Aconibe)
- Seven (7) City Councils (Mongomo, Nsork, tofiisok, Aconibe, Mongomeyen, Nsang Ayong and Ayene)
- Three (3) Attached Government Delegations (Mongomeyen, Nsang Ayong and Ayene)

**g. Kie Ntem Province:**

- One (1) Provincial Government (Ebebiyin)
- Three (3) Government Delegations (Ebebiyin, Micomiseng and Nsok Nzomo)
- Three (3) Attached Government Delegations (Bidjabidjan, Nkue and Nzang)
- Six (6) City Councils (Ebebiyin, Micomiseng, Nsok Nzomo, Bidjabidjan, Nkue and Nzang)

**2. Reactivation of local development Committees to promote community progress:** not implemented.

**3. Restructuring and equipping of units of municipal project management:** not implemented.

4. **Expansion of the local Development project convergent to the rest of the municipalities:** carried out with the support of the United Nations' Programme for Development (UNDP)

5. **Development of training courses, seminars, meetings, etc.:** in progress.

6. **Acquisition of material and equipment:** Performed.

## **STRATEGIC GOAL No 6: To guarantee respect for human rights**

### **INDICATOR No 1: To improve respect for the fundamental rights**

#### **Actions:**

##### **1. Strengthening institutional capacities:**

- ✓ In October 2009, the United Nations Human Rights Centre for Central Africa organized in Malabo a discussion on Human Rights addressed to social sector focal points. It aimed to reconsider the drafting of periodic reports on women's rights, in particular.
- ✓ July 2010, the Human Rights Department and the Ministry of Promotion of Women, organized a forum for sensitization training on Women's Human Rights, addressed female Delegates of Districts and Provinces, as well as to female Counsellors of Neighbouring Communities and Local Councils. The goal of this forum was to create awareness among the population, distribute the contents of regional, national and international instruments on the Women's Human Rights of women and offer recommendations to the Government to set up actions supporting Gender Equality.

- ✓ Also, a project for institutional strengthening of the General Directorate of Civil Protection is being run in the 18 districts of the nation.

## **2. To train human resources:**

- ✓ A workshop on Women's Human Rights and the Convention on the Elimination of all Forms of Discrimination against Women was organized by the Department of Human Rights and the Ministry Gender Equality and Social Affairs. The workshop benefited 100 women.
- ✓ In Malabo, a seminar/workshop of Social Protection Presentation in Equatorial Guinea sponsored by His Excellency the Vice Prime Minister of the Government, Responsible for the Social Sector and Human Rights, and supported with technical and financial support of the United Nations Fund Office for Children in Equatorial Guinea.
- ✓ A total of 200 Public Order Agents benefited from a training seminar in Human Rights, both in Malabo and Bata, organized by the Department in charge of Human rights.
- ✓ An awareness seminar was organized for all the authorities of the provinces regarding citizens' Human Rights.
- ✓ Patients' Human Rights awareness seminars were organized for nurses in Malabo Regional Hospital.

## **3. To inform and educate all levels of society on Human Rights, particularly women, children other vulnerable social groups' rights.**

There is a project to introduce Human Rights education in the national school system; in fact, by 2013, the General Directorate of Human Rights expects to organize in its programme other activities to continue conducting Human Rights awareness training seminars which beneficiaries will be the social agents, in order to expand the national and governmental policy, establish good governance in the public service as well as comply with the recommendations given both in international and national conferences, namely: ***"to inform and create Human Rights' awareness among the population and to let citizens know their rights, duties and obligations."***

4. **To promote human resources:** Periodic action.

5. **To promote the training of agents and public services:** not implemented.

## **STRATEGIC GOAL No. 7: To ensure good management of safety and civil defence**

**INDICATOR No 1: To obtain effective civil protection capable to meet any catastrophic situation**

### **Actions:**

1. **Promotion and professionalization of human resources**

2. **Equipment for interventions:** The Law on Civil Prevention and Protection was approved in 2010 for the protection of citizens; in upcoming dates, the Civil Protection Project to safeguard the integrity of the citizens in the event of catastrophes, calamities or disasters will be implemented. However, in some provinces headers equipment and materials against fire have been acquired.

**3. Installation of observatories at national level and creation of prompt alert mechanism in case of emergency and disasters: not implemented.**

**4. Studies, elaboration and implementation of instruments regulating legal system of interventions and the service operation: not implemented.**

**5. Establishment of awareness and education programmes in case of disaster for the population: is there a radio-televised commercial program, purposed to raise awareness on disaster prevention activities.**

**STRATEGIC GOAL No 8: To strengthen regional integration and international cooperation:**

**INDICATOR No 1: To reinforce the inclusion of Equatorial Guinea at sub-regional, regional and international integration processes**

**Actions:**

**1. To ensure better monitoring and implementation of agreements of integration:** Performed through the Regional Integration Directorate, which is responsible for the coordination of matters relating to E.G. and regional and international institutions to evaluate sectoral activities and propose appropriate measures for its dynamism and revitalization.

**2. To highlight the representation of Equatorial Guinea in community Organizations (CEMAC, BDEAC, ECCAS, UA OHADA, etc.):**



- The Vice Presidency of CEMAC, in charge of the representation of Equatorial Guinea.
- A Governor in the Central Bank
- Judges at the Court of Justice of Ndjamena
- Members in the Community Parliament based in Malabo.

In specialized Institutions; the Commission Presidency for Central Africa Financial Markets Surveillance (COSUMAF) is represented by Equatorial Guinea and other representations such as the Catering School of Cameroon and the Multisectoral Subregional Institute of Technology, Planning and Project Assessment (ISTA).

**3. To strengthen diplomatic representation abroad:** it is considered on continuous action, diplomatic personnel is periodically increased in E.G. diplomatic representations abroad.

The Government has strengthened its institutions abroad, before 2007, there were very few representations. In West Africa, E.G. only had representation in Egypt and Morocco; as of today, there is in Libya and Tunisia. Currently, there are representations in Ghana, Benin, Senegal, Ivory Coast, Liberia and Togo; as per countries of Central Africa, representations were confined to neighbouring countries, Nigeria, Cameroon and Gabon, today there are high level missions in all the countries of the CEMAC. Also in Angola, South Africa, Zimbabwe, Swaziland and Tel-Aviv.

**4. To intensify South-South cooperation and to strengthen the capacities of diplomatic personnel:** more than 12 embassies of Equatorial Guinea with multiple accreditations have been opened.

**5. To strengthen and intensify economic, cultural, scientific, technical and political cooperation:** there are agreements of joint committees with Gabon, Niger, Liberia, among others.

A cost study to identify all continents' geographic points to settle diplomatic missions is under process. It is not only about having representations at political level, but cooperation at cultural, technical and economical level is sought. In Asia, China is leading this cooperation and the representation is responsible for Japan and Korea. It is being studied to have representation in Oceania. There is a Consulate in Tel-Aviv (Israel).

**6. To create specific and sectoral programs in the framework of cooperation:** it is being carrying out a cooperation agency that defines that E.G. not only is a recipient of aid, but also a donor as for example, the construction of social housing and the international airport in Liberia, integrally financed by the Government of E.G.

**7. To develop a participatory policy with international organizations:** through international donations to FAO and UNICEF, the inclusion of Guinean staff in these organizations is being managed.

The degree of involvement that Guinea is seeking now is active participation in which the country is taken into account in the decisions-making. At subregional level, Guinea meets 100% its financial commitments which led the country to have greater levels of representation and ensure this way that our particular objectives are met.

**8. To strengthen the institutions of coordination of international cooperation for better use of foreign aid:** it is carried out through the agencies of cooperation.

**9. To create an Institute of Diplomacy:** not implemented.

There is an internal regulation in the Ministry of Foreign Affairs and Cooperation, which foresees the creation of a Diplomatic School. The viability of the project is being studied.

In 2002-2003, there was a trial in Mongomo and other courses organized by the Ministry. It is believed necessary to have that school because the courses offered by the cooperation overseas are temporary and continuity in staff training is needed.

**STRATEGIC GOAL No 9: Achieving a sustainable good governance**

## **INDICATOR No 1: To improve the economic governance framework and create a financial framework programme**

### **Actions:**

**1. To develop a political economic and financial framework document:** According to the decisions of the Higher Instance (Summit of Heads of State or Council of Ministers). High-level meetings have been conducted to define competencies of among the Ministries of Finance, Planning and economy.

**2. To ensure rigorous evaluation of the defined measures:** actions are grouped together according to the Organs, Institutions and Specialized Institutions Plan of Action (World Bank, International Monetary Fund and other external partners), benefiting from internal funding and support from International Financial Institutions.

## **INDICATOR No 2: To review the contractual framework linking Equatorial Guinea to the oil companies**

### **Actions:**

**1. To establish an effective monitoring of extractions system carried out by oil companies:** information not supplied.

**2. To renegotiate the contract terms that link Equatorial Guinea to the oil companies:** information not provided

## **INDICATOR No 3: Streamline the management system of revenue generated by oil.**

### **Actions:**

1. **Fund for future generations:** information not provided
2. **Special Reserve Fund allocated for protection against the effects of oil price fluctuations:** information not provided
3. **Use of oil resources to invest in national public goods and increase the overall productivity of factors (human capital development, economic and social infrastructure, financing of PYMES , research and development. strengthening of capacities in productive sectors of diversification, attractive public investment and support of private investors in sectors other than oil, etc...):**
  - **Economic and social infrastructure:**
    - ✓ Construction of ports, airports, roads, power grid, hospitals, social housing...
  - **Capacity development:**
    - ✓ Presentation of the triptych entrepreneurs
    - ✓ Seminars for the promotion of business culture
    - ✓ National of top entrepreneurs, artisans, contests...
    - ✓ Seminars on entrepreneurship and SMEs management
  - **Sectoral National Fairs.**

**INDICATOR No 4: To consolidate, short and long term, internal and external balances**

**Action:**

1. To carer for the respect of convergence criteria defined by CEMAC (inflation, wage, primary budget balance, taxation pressure, overall budget balance, balance of payments by current account, level of public debt): In phase of revitalization by the Equatorial Guinea Multilateral Surveillance - CNVMGE (sanctioned by Ministerial order n ° 1/2010, approving the Organic and Functional Regulation of the CNVMGE).

Generally Equatorial Guinea meets the other 3 main criteria of convergence, except for the inflation criterion.

**INDICATOR No 5: To promote tax and customs system reform to minimize dependence on income derived from oil and ensure the sustainability of public finances**

**Actions:**

1. Modernization of tax and customs administration, and strengthening of its capabilities: information not provided.

2. Study of the economy impact on the revision of tariffs: information not provided.

3. Study to promote the revision of tariffs: information not provided.

4. Study and review of the tax scale (company taxes, taxes on persons, VAT): information not provided.

5. Revision of oil industry taxation: information not provided

6. Financing the current expenses of the State with non-oil income to save oil income resources for investment expenditure coverage: information not provided.

7. Better dissemination and application of tax standards: information not provided.

## **INDICATOR No 6: Better control of the programming and execution of public expenditure**

### **Actions:**

- 1. Modernization of financial administrations and strengthening of their capabilities:** information not provided.
- 2. Better assessment of programmed expenditure:** information not provided.
- 3. To develop decentralization of budgetary execution:** information not provided.
- 4. Establishment of an effective device to monitor expenditure:** information not provided.

## **INDICATOR No 7: To improve transparency and budgetary and accounting management of oil rents**

### **Actions:**

- 1. To establish the provisions of the Extractive Industries Transparency Initiative framework:** Structures required by the EITE were created:
  - ✓ National Commission
  - ✓ Technical Committee
  - ✓ Governmental Committee
  - ✓ National Coordination Office

In April 2010, Equatorial Guinea did not pass the joining process, losing its status as observer Member.

**2. To ensure correct operation of the National Commission for transparency in the management of oil revenues:** information not provided.

## **INDICATOR No 8: To modernize the management of public procurement**

### **Actions:**

- 1. To revise the rules of public contracts:** information not provided
- 2. To control transparent management of procedures for the award of contracts:** information not provided

## **INDICATOR No 9: Fight against corruption**

### **Actions:**

**1. Creation of a legislative device for the prevention and fight against corruption both at public and private sector levels:** an Accounts Court Organism that will regulate the fight against corruption at public and private sector level is being created.

**2. Heritage statement for the highest offices of the State:** by the Law of February 05, 2004, on Ethics and Dignity in the exercise of the Civil Service, its chapter V, article 21, establishes the creation of a State National Commission that will work with functional autonomy; it is not on operation yet.

**3. The establishment of special courts responsible for corruption:** not implemented.

**4. Emphasis to existing anti-corruption court proceedings:** action already existing in the presence of Anti corruption Prosecutors.

5. **Strict application of the rules for proven cases of corruption:** action already in the presence of Anti corruption Prosecutors.

6. **Development of standards that define acts of corruption:** in process.

7. **Establishment of a special system of sanctions to repress bribery cases:** on study phase.

8. **Reform of the laws and regulations governing public procurement or the official contracts for the guarantee of a transparent management of procedures for the award of contracts:** considered a completed action with the creation of the States' Law.

### **INDICATOR No 10: Reforming the policy of public participation in the capital and the management of businesses and autonomous structures**

#### **Actions:**

1. **To carry out a strategic study on public participation:** information not provided.

2. **To adopt a master plan of privatization and public participation:** Information not provided.

3. **To promote the participation of nationals in oil exploitation:** information not provided

4. **To create a national investment firm responsible for the promotion of joint ventures (public-private, national-foreign) - Holding Equatorial Guinea 2020:** information not provided.



**5. To promote a PYMES Promotion Fund:** there is a Guarantee Fund of Credit (FGP-GE) for PYMES in Equatorial Guinea, approved in the Council Directorate of the MECPE on March 17, 2011.

### **INDICATOR No 11: To consolidate the Monetary liquidity management strategy**

#### **Actions:**

- 1. To develop early warning indicators of inflationary pressures:** information not provided
- 2. To ensure the dynamics of monetary base management:** information not provided

### **INDICATOR No 12: Modernising the banking and financial system**

#### **Actions:**

- 1. To attract new domestic and foreign banks:** information not provided.
- 2. To strengthen the capacities of regulation of the banking and financial system:** on regards to insurance, there has been granting of scholarships to study at the International Insurance Institute (IIA) in Yaounde (Cameroon) with the continuous participation of officials at subregional seminars.
- 3. To strengthen the information system about potential debtors:** information not provided.
- 4. To assign the banking system the role of generalisation of electronic payment:** coinciding with the international events of 2011 and 2012, the implementation of the system of electronic payments has been accelerated.

## **INDICATOR No 13: To make better use of the accumulated foreign exchange reserves**

### **Actions:**

1. To check the reserves system of remuneration: information not provided.
2. Financial management of surpluses and not invested funds: information not provided.

## **INDICATOR No 14: To create a better development planning and a better programming of investments**

### **Actions:**

1. Modernizing the national planning system (new instruments: long term vision of 20 to 30 years; Ten-year plan of guidelines; Five-year programme of economic and social development; Consolidated annual budget that brings the costs of investment and operating): information not provided.
2. To devise a sectoral programme in each major field of governmental activity: information not provided.
3. To conduct a study of public expenditure designed to evaluate the effectiveness of the expenditure: a public expenditure survey was conducted in 2010 with the help of the World Bank.
4. To establish budgets for results-oriented objectives (table of Sectoral medium term expenditure) in all sectors, coordinating the annual budget, and aligning with the MDGs held by 2015: information not provided.
5. To establish a Committee for coordination and steering of the members to the development groups' theme: information not provided.

6. To establish, at level of the Prime Minister a National Coordination Committee of international cooperation: information not provided.

7. To set up in the Ministry of Planning Economic Development and Investments an inter-ministerial technical Committee's selection for monitoring of public investment: there is a Committee created and chaired by the Secretary of State for the Treasury working on Public Investment Plans.

8. To strengthen planning capabilities, formulation, project management and monitoring-evaluation in the Ministry of Economy, Planning and Public Investment and sectoral Ministries: it is in process. There is a proposal of Technical Support by the World Bank and others are under review, like the PNUD and other development partners' proposals. The works are managed by the Secretaries of State of the Ministry of Economy, Planning and Public Investment and the monitoring of Horizon 2020 Programme.

## **INDICATOR No 15: Improving the quality of statistical data**

### **Actions:**

1. To design the company project of the National Institute of Statistics (INE), created by Law No 3/2001 dated May 17, 2001.: Implemented.

2. Effectively constitute the INE: Structurally, and by law or Functional Regulation, INEGE is formed.

3. To install coordination structures provided by statistics Law No 3/2001 dated May 17, 2001 (National Council of Statistics, Committee of Statistics Programs): not implemented.

4. To provide to the INE and the Ministries' statistic services with infrastructure, human and material resources necessary to its proper functioning: in process; relationships with various ministerial departments are being carried out for its implementation.

5. National statistics development strategy, covering all sectors: not implemented.

6. To carry out statistic, global and sectoral investigations necessary for the design and monitoring of the national accounts and indicators of the Millennium Development Goals 'MDGs' (Health Demographic Survey "EDS", household surveys, specific surveys, establishment of reference statistics in the sector, etc.): as of today, National Accounts are carried out by the BEAC. It is known that by law this activity must be done in the INEGE. Currently the INEGE is providing the technical staff's knowledge and tools to carry out this responsibility. It is expected to take responsibility from 2014.

7. To harmonize standards and statistical methods and ensure better coordination of producer services in order to improve the viability of the published data: not implemented.

8. To ensure wide dissemination of the data produced: action not started yet; it is still completed by AFRISTAT.

## **5. Conclusions**

### **Stocktaking on strategic goals**

**Strategic Goal No. 1: To put in place a strategic State and a modern Administration**

|                                    |    |
|------------------------------------|----|
| Total Actions                      | 73 |
| Total of Implemented Actions       | 12 |
| Total of Actions in Implementation | 8  |
| Total of NOT Implemented Actions   | 53 |

**Strategic Goal No. 2: Reviewing the legal framework**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 6 |
| Total of Implemented Actions       | - |
| Total of Actions in Implementation | 2 |
| Total of NOT Implemented Actions   | 4 |

**Strategic Goal No. 3: To enhance the Judicial System**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 7 |
| Total of Implemented Actions       | 3 |
| Total of Actions in Implementation | 1 |
| Total of NOT Implemented Actions   | 3 |

**Strategic Goal No. 4: To encourage the participation and representation of citizens**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 5 |
| Total of Implemented Actions       | 3 |
| Total of Actions in Implementation | 2 |
| Total of NOT Implemented Actions   | - |

**Strategic Goal No 5: To promote decentralization**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 6 |
| Total of Implemented Actions       | 4 |
| Total of Actions in Implementation | - |
| Total of NOT Implemented Actions   | 2 |

**Strategic Goal No 6: To guarantee respect for Human Rights**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 5 |
| Total of Implemented Actions       | 2 |
| Total of Actions in Implementation | - |
| Total of NOT Implemented Actions   | 3 |

**Strategic Goal No. 7: To ensure good management of safety and civil defence**

|                                    |   |
|------------------------------------|---|
| Total Actions                      | 5 |
| Total of Implemented Actions       | - |
| Total of Actions in Implementation | - |
| Total of NOT Implemented Actions   | 5 |

|  |   |
|--|---|
| <b>Strategic Goal No 8: To strengthen regional integration and international cooperation</b> |   |
| Total Actions  | 9 |
| Total of Implemented Actions   | 2 |
| Total of Actions in Implementation   | 6 |
| Total of NOT Implemented Actions   | 1 |

|   |    |
|---|----|
| <b>Strategic Goal No 9: Achieving a sustainable good governance</b> |    |
| Total Actions   | 61 |
| Total of Implemented Actions  | 7  |
| Total of Actions in Implementation                                  | 8  |
| Total of NOT Implemented Actions                                    | 46 |

## **6. Recommendations**

- A. As shown in Figure 10. "*Behavior of the PIP for the public administration in the last five years (2008-2012)*" investment declines in the public administration sector; therefore, it is recommended that due to demands of the moment, more emphasis is needed in terms of investment in the sector.
- B. To intensify training of national human resources coupled with the support of Technical Assistance International Agencies, in order to make more efficient and objective the achievement of the goals framed within the PNDES.

C. Equatorial Guinea National Agency (ANGE 2020), in its responsibility for monitoring and monitoring and proposing reforms for the effective implementation of the Plan, performs quarterly meetings with the various Ministerial departments pertaining to the 2020 Plan in order to know the state of their real objectives; and, this way, in case of detriment of some of the objectives, the ANGE 2020 may then provide technical assistance and consider new reforms.