

**Joint SDG Fund**  
Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

**Date of Report:** 11<sup>th</sup> July 2023

**Programme title and Country**

**Country:** Zambia

**Joint Programme (JP) title:** Zambia’s Integrated Financing Framework for Sustainable Development.

**MPTF Office Project Reference Number<sup>1</sup>:** 00122171 (2020-0005028)

**Programme Duration**

**Start date<sup>2</sup> (day/month/year):** 1<sup>st</sup> June 2020

**Original End date<sup>3</sup> (day/month/year):** 31<sup>st</sup> June 2022

**Actual End date<sup>4</sup> (day/month/year):** 31<sup>st</sup> December 2022

**Have agencies operationally closed the Programme in its system:** Yes

**Expected financial closure date<sup>5</sup>:** 30<sup>th</sup> April 2022

**Participating Organizations / Partners**

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

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**Programme Budget (US\$) 1,500,000.00**
**Total Budget (as per Programme Document, without co-funding):**
**Agency/Other Contributions/Co-funding (if applicable):**
**Joint SDG Fund Contribution<sup>6</sup> and co-funding breakdown, by recipient organisation:**

Agency/others	Joint SDG Fund contribution	Co-funding	Total
PUNO1 UNDP	361,750.00	500,000.00	861,750.00
PUNO2 UNICEF	361,750.00	150,000.00	511,750.00
PUNO3 UNFPA	276,500.00	50,000.00	326,500.00
PUNO4 ILO	0.0	16,091.27	16,091.27
PUNO5 UNECA	0.0	0.0	0.0
<b>Total</b>	<b>1,000,000</b>	<b>716,091.27</b>	<b>1,716,091.27</b>

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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## **Abbreviations**

*ABB Activity-Based Budgeting*  
*AFDB African Development Bank*  
*CAGs Cluster Advisory Groups*  
*CDF Constituency Development Fund*  
*CRVS Civil Registration and Vital Statistics*  
*CPG Cooperating Partners Group*  
*CUTS Consumer Unity & Trust Society Zambia*  
*CRNA COVID-19 Recovery Needs Assessment*  
*DDCC District Development Coordinating Committees*  
*DFA Development Finance Assessment*  
*ECA Economic Commission for Africa*  
*EU European Union*  
*ERP Economic Recovery Programme*  
*FAO Food and Agriculture Organization of the United Nations*  
*GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit*  
*GRZ Government of the Republic of Zambia*  
*LCMS – Living Conditions Monitoring Survey*  
*LNOB – Leave No One Behind*  
*7NDP – 7<sup>th</sup> National Development Plan*  
*8NDP – 8<sup>th</sup> National Development Plan*  
*IEC Information Education & Communication*  
*ILO International Labour Organization*  
*IOM International Organization for Migration*  
*INFF Integrated National Financing Framework*  
*JP Joint Programme*  
*MTEF Medium-Term Expenditure Framework*  
*MoLGRD Ministry of Local Government and Rural Development*  
*MSME Micro, Small and Medium Enterprises*  
*NAPSA National Pension Scheme Authority*  
*NDCC National Development Coordinating Committee*  
*NDP National Development Plan*  
*NHIMA National Health Insurance Management Authority*  
*OBB Output-Based Budgeting*  
*PDCC Provincial Development Coordinating Committees*  
*PER Public Expenditure Review*  
*PUNOs Participating UN Organizations*  
*PWD People With Disability*  
*SCTs Social Cash Transfers*  
*SDG Sustainable Development Goals*  
*SME Small & Medium Sized Enterprise*  
*UNAIDS The Joint United Nations Programme on HIV/AIDS*  
*UNDP United Nations Development Programme*  
*UNHCR The United Nations High Commissioner for Refugees*  
*UNIDO The United Nations Industrial Development Organization*  
*UNECA United Nations Economic Commission for Africa*  
*UNICEF United Nations Children’s Fund*  
*UNFPA United Nations Population Fund*  
*WCFCB Workers Compensation Fund Control Board*  
*WHO World Health Organisation*  
*ZDHS – Zambia Demographic and Health Survey*  
*ZIPAR Zambia Institute for Policy Analysis and Research*

## Executive summary

A global UN initiative, the Joint Programme in Zambia aimed to develop and operationalise an Integrated National Financing (INFF) for Sustainable Development in the country. It was a nationally driven programme implemented by the Zambian government and its partners with technical, financial, and strategic support from five UN agencies - UNDP, UNICEF, UNFPA, ILO and UNECA. The INFF was meant to contribute to the strategic objectives of the 7NDP, which included diversifying the economy, reducing poverty and vulnerability, reducing developmental inequalities, enhancing human development, and creating a conducive governance environment for an inclusive economy and by so as to ensure that the SDG agenda is fully integrated into national policies and institutional frameworks and public and private finance both domestic and international finance were fully mobilised for sustainable development.

The programme focused on supporting government to scale up and diversify sources of financing to achieve the SDGs. This was done through support for economic diversification, industrial development, promotion of an SDG-oriented private sector development, creation of decent jobs, and promotion of regional and international trade. The programme aimed to promote an SDG-oriented economy for Zambia, including the enhancement of key hotspots of the new economy such as mobility systems, new healthcare solutions, energy efficiency, clean energy, affordable housing, circular economy manufacturing, healthy lifestyles, food loss and waste, agricultural solutions, forest ecosystem services, urban infrastructure and building solutions, among others. The JP also supported the government of Zambia to manage public financial resources effectively, including debt and aid, and catalysed public-private financing and innovative financing models. Effective public financial resource management included reforms in economic governance, public sector reforms (strengthening transparency and accountability mechanisms), and reforms of state-owned enterprises to address tax evasion, inefficiencies in public resource expenditures, and illicit financial flows issues. The JP also supported e-governance and implemented digital-based solutions to enhance public sector resource efficiency. It supported the government to harness private sector financing both domestic and international. This included strengthening existing Corporate Social Responsibility initiatives and schemes to link Foreign Direct Investment (FDI) to SDGs, expanding the scope to more SDG-oriented investors, including through remittances/diaspora, equity funds, and impact investment managers and others.

The JP transformed the current activity-based budgeting for the social sector into output-based budgeting using result-based budgeting principles. This included tagging current output indicators to appropriate SDG indicators and aligning with the national level systems to enhance efficiency and equity through cost efficiency and effectiveness analysis. Additionally, it supported Zambia to identify priority spending that requires ring fencing to attain the SDGs as adopted in the 7th National Development Plan through expenditure incidence analysis. This support was extended into the evaluation of the 7NDP and formulation, the 8NDP. The JP also supported Zambia to institute targeted, cost, and financed emergency response measures including the drought-floods emergency response plan, and the implementation of the Covid-19 multisectoral contingency preparedness and response plan to foster post COVID – 19 economic recovery.

Furthermore, the UN supported the Zambian authorities to put in place monitoring and evaluation frameworks that would track the allocation and utilisation of resources to implement the SDGs (per goal and per sector and allocation of resources to rural areas). Such M&E frameworks were backed by indicators and aimed to enhance transparency and accountability in public use of resources. This was coupled with systems strengthening for the national statistical system at all levels to promote data driven costing and tracking of SDG-related financing while adequately addressing the gendered dimensions of sustainable development through gender-based budgeting. Hence, the JP supported the development of the National Statistical Development Strategy to guide the implementation of national statistical systems, which includes the Integrated Financial Management Information System (IFMIS) and supported the 2022 Census of Population and Housing as well as surveys like the Living Conditions Monitoring Survey (LCMS). The JP also supported the development materials and training of officers in marriage registration as part of systems strengthening for civil registration and vital statistics (CRVS) systems. The UN also supported the Zambian authorities in identifying programs that would leverage development partners and private sector investments on job creation and enhancing the demographic dividend through improved evidence-based policymaking. Overall, the JP demonstrates that collaborative inter agency action is a potent vehicle for addressing pressing national issues through strategic systems thinking.

## Context

The Joint Sustainable Development Goals (SDG) Fund responds to the Addis Ababa Action Agenda on Financing for Development. Specifically, it recommends developing integrated financing systems and frameworks at a national level to strengthen implementation for a ‘...universal post-2015 development agenda; and to reinvigorate and strengthen the financing for development follow up process...’ As an innovative instrument, the fund sought to catalyse the transformative policy agenda by fuelling innovative ways for financing and implementing sustainable development goals. The fund was launched in 2020 with the release of up to 1 million US dollars to each joint programme in 69 countries across the globe. This fund ‘...helps countries define the “financing” behind the “policies” and build the related capacities to operationalize financing reforms. It supports the linking of planning with financing. It drives coherence (and adequateness of) existing policies and institutional arrangements.’ In Zambia, specifically, the UN SDG Fund Joint Programme was aimed at developing and operationalising an Integrated National Financing Framework (INFF) to improve development financing for Sustainable Development Goals (SDGs), ensure that the national plans at both national and subnational levels reflect and are aligned to the SDGs agenda. The programme sought to support the Zambian government to develop an SDG-aligned financing strategy to mobilise and effectively manage additional domestic and international public and private resources, leveraging resources from the private sector, seeking innovative financial solutions, and broadening partnerships.’ It was anchored in the National Development Plans, the Zambian government’s vehicle for delivering national priorities and implementing SDGs in the country. The programme also addresses systemic, policy, and institutional coherence intending to enhance macroeconomic stability while paying particular attention to the effects at the social and economic level of the novel Coronavirus Disease (Covid-19), including through the planned socio-economic impact assessments and the integrated response measures. The programme intended to achieve the following:

- i. Foster the alignment of Zambia’s National budgets and its medium expenditure framework to the National Development Plan and the SDGs at national and sub-national levels.
- ii. Ensure that the aligned national and sub-national SDG plans and programmes have corresponding financing frameworks and budgets.
- iii. increase domestic resource mobilisation.
- iv. strengthen sub-national equalisation fund and constituency development formulas.
- v. strengthened partnership, including with the private sector, for sustainable development and increased on-budget support.
- vi. enhance policy coherence for sustainable development, including through boosting trade-offs between industrialisation and environmental policies, financial sector development and public debt policies, broadening tax base versus investment and tax incentives, fiscal consolidation, and expansive social spending.
- vii. enhance the partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology, and financial resources, to support the scaling up and accelerated action towards the achievement of the SDGs; and promote effective public, public-private and civil society partnerships.
- viii. contribute to addressing Zambia’s development planning, and financing challenge: chiefly the data, monitoring, and accountability and
- ix. To enhance capacity-building to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant to Zambia.

## Joint Programme Results

### 1. Overview of Strategic Final Results

#### 1.1. Overall assessment (max 100 words)

Above expectations (fully achieved expected JP results and made additional progress)

In line with expectations (achieved expected JP results)

- Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

The programme has effectively addressed systemic, policy, and institutional coherence within the national planning system. It led to policy coherence for sustainable development, including the implementation of integrated planning mechanisms that balance the trade-offs between industrialization and environmental, financial sector development, and public debt management, as well as the delicate equilibrium between broadening the tax base while incentivizing investment. Furthermore, it has facilitated fiscal consolidation while simultaneously supporting expansive social spending. The programme has led to enhanced partnerships for sustainable development by fostering multi-stakeholder engagements for resource mobilisation and knowledge sharing across the public and private sectors and civil society.

The Joint SDG Programme has driven change in Zambia through its contribution to the establishment of the Integrated National Financing Framework (INFF), an institutional mechanism that facilitates financial resource mobilisation for national development in line with SDG objectives. The INFF provides clear strategies for debt restructuring, domestic resource mobilisation, and alignment of domestic resources with the SDG framework, including opportunities for mobilising additional private sector financing. The program has also facilitated the development of local authorities' capacity to transition from activity to output-based budgeting in compliance with the Government's Decentralization Policy, Planning and Budgeting Act, and Public Finance Management Act. Furthermore, the program supported the COVID-19 Recovery Needs Assessment (CRNA) for 16 sectors and contributed to enhanced program design and funding synergies between social insurance and social security.

The program also led to the formulation of a monitoring and evaluation policy and supported budget analysis and expenditure reviews, advocating for increased government allocation to the social sectors, e.g., increase of 36% in the 2022 national budget towards social sectors. It provided system strengthening national data by supporting the development of the National Statistical Development Strategy to guide the implementation of national statistical systems in the country, which includes the Integrated Financial Management Information System (IFMIS), support for the 2022 Census of Housing and Population as well as economic surveys such as the Living Conditions Monitoring Survey (LCMS). The LCMS provides critical economic information about the living conditions in the country. The programme also supported the training of officers in marriage registration as part of systems strengthening for civil registration and vital statistics (CRVS) systems, an area where Zambia has critical deficits of capacity and data. Lastly, the Economic Recovery Programme has provided a platform for robust, sustainable, and inclusive economic growth post-pandemic. In summary, the Joint SDG Programme has achieved its goals and generated positive change in Zambia.

## **1.2 Key results achieved (max 500 words)**

- The Joint Programme achieved three significant catalytic results. It spearheaded the Development Financing Assessment to pave the way for the establishment of a framework for financing Sustainable Development Goals (SDGs) that addresses systemic, policy, and institutional coherence within the national economic landscape. This framework aims to enhance macroeconomic stability, address risks to human development, and accelerate the achievement of SDGs by aligning national development priorities with the SDG agenda. The JP supported Zambia to improve prioritisation and planning through an integration of the Medium-Term Expenditure Framework (MTEF) and national budget. Based on socioeconomic impact assessments of COVID-19 in various sectors and the COVID - 19 Recovery Needs Assessment (CRNA), the Economic Recovery Programme (ERP) was prepared to enable macroeconomic stabilisation, address inflation, debt restructuring, financial sector development, fiscal consolidation, and economic diversification. The ERP created the conditions for negotiations with the IMF for debt restructuring and dialogue with the private sector. The ERP ensures sustainable growth by addressing fiscal and debt issues, boosting the economy, and protecting social investments.
- The JP improved planning and finance integration, addressing development challenges in Zambia. It supported evaluation of the 7th National Development Plan, identified gaps in policy and financing, and contributed to the development of the 8th National Development Plan. This alignment of planning,

budgeting, and SDGs was facilitated through the national planning and budgeting bill. The JP also strengthened systems by developing policies and manuals, including the National Monitoring and Evaluation Policy, Budget Analysis Tool Kit, Output-Based Budgeting Manual, and Gender-Based Budgeting, to embed SDGs in public budgeting processes and outcomes. The actions are key to ensuring transparency and accountability in governments decentralisation agenda.

- The JP provided support for the system strengthening for national data by supporting the development of the National Statistical Development Strategy to guide the implementation of national statistical systems in the country, which includes the Integrated Financial Management Information System (IFMIS), support for the 2022 Census of Housing and Population, the census data base as well as economic surveys such as the Living Conditions Monitoring Survey (LCMS). The LCMS provides critical economic information about the living conditions in the country. The programme also supported the training of officers in marriage registration as part of systems strengthening for civil registration and vital statistics (CRVS) systems, an area where Zambia has critical deficits of capacity and data. Improving civil registration protects rights of women and other vulnerable groups and improves government management by using reliable data to monitor programs.

### 1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks (max 2 pages)

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A draft INFF Roadmap was developed and has been validated by the Zambian government and partners. There was an initial delay to the progress towards the Development Finance Assessment (DFA) due to the political transition, which led to a merger of the ministries of Finance and National Development planning. The Ministry of Finance engaged the Zambia Institute for Policy Analysis and Research (ZIPAR) to conduct the DFA and this is now completed. The DFA should lead to the development of the finance strategy of the INFF. A key recommendation is integrated financing for development and delivery of public goods which includes all possible financing flows - domestic (domestic resource mobilisation such as innovative financing framework such as bonds and securities, including from civil society actors) and international (concessional and non-concessional loans, official development assistance, foreign direct investment, philanthropic support) as well as macroeconomic stabilisation to support public finance.

The Joint Programme (JP) achieved significant milestones under the diagnostics phase, starting with the Development Finance Assessment which mapped the finance landscape. The JP collaborated with the Ministry of Finance and National Planning and the Zambia Institute for Policy Analysis and Research (ZIPAR) in the development of tools and refining the methodology to undertake the Development Finance Assessment (DFA) in Zambia, demonstrating a strong commitment to improve the country's financing strategy. The DFA has been developed and is now the bedrock of the finance strategy for the INFF. In partnership with the World Bank, it also conducted the Public Expenditure Review (PER) for Social Protection and Jobs, which illuminated the financing gaps in the social protection sector and informed the scaling up of social protection interventions, including Social Cash Transfers (SCTs) and pensions. The findings of the PER also informed the revision of the National Social Protection Policy, planned for 2022, and were incorporated into the 8th National Development Plan (8NDP).



Under the technical leadership of UN, the JP supported the COVID-19 Recovery Needs Assessment (CRNA) for 16 sectors namely Macroeconomics, Human Impact Assessment, Gender, Agriculture, Commerce and Manufacturing, Mining, Tourism, Arts & Culture, Transport, Energy, Education, Health, WASH, Social Protection, Governance, Environment, and Disaster Risk Reduction which generated evidence used to estimate the investment requirements for COVID-19 recovery. Together with the budget briefs, these informed the formulation of the 2022 National Budget and the 8NDP. The JP also provided technical support for budget analysis in the social sectors, highlighting allocation and spending trends for WASH, education, social protection, health, and nutrition. Additionally, it supported the CRNA, as well as the socio-economic impact assessment (SEIA) of COVID - 19 which informed the costing of recovery needs for the social sectors, specifically informing the Economic Recovery Programme, a significant achievement in the diagnostics phase.

Overall, the JP's achievements under the diagnostics phase have paved the way for evidence-based policymaking, supported financial planning and management, and ultimately contributed to improved social protection and jobs in Zambia.

The Joint Programme has scored several successes. Firstly, it provided technical support to the Zambian Government through the Ministry of National Development Planning to formulate the Terms of Reference (TOR) for the Development Finance Assessment (DFA), which were approved. The JP also engaged the Zambia Institute for Policy Analysis and Research (ZIPAR) to undertake the assessment. Despite some delays caused by the change of government and the merger of the Ministry of National Development Planning and Ministry of Finance to form the Ministry of Finance and National Planning (MoFNP), progress has been made in the development of the DFA. These tools informed the development of the Economic Recovery Programme (ERP) aimed to restore macroeconomic stability, attain fiscal and debt sustainability, dismantle domestic arrears, and restore growth while safeguarding social protection. In addition, the JP has supported the implementation of Public Finance Reforms at the local level in line with the National Planning and Budgeting Act of 2021. This involved transitioning the planning and budgeting processes of local authorities from Activity-Based Budgeting (ABB) to Output-Based Budgeting (OBB) and improving the monitoring and evaluation systems for the Ministry of Local Government and Rural Development (MoLGRD). This aligns with the Decentralisation Policy, the Planning and Budgeting Act, and the Public Finance Management Act. 69 local authorities have reformed their public finance management to use OBB, which aligns them with central government and improves performance, transparency, and accountability. A second volume of the yellow book, - the consolidated budget for the 35 individual local authorities has already operationalised the OBB.

The Joint Programme also supported the development of a monitoring and evaluation system for the Ministry of Local Government and Rural Development to improve performance tracking, which is now operational and in use. Furthermore, it supported the Government to formulate a new initiative under the Ministry of Labour & Social Security to enhance program design and funding synergies between social insurance and social security, with a view to enhance the sustainability and resilience of social protection delivery and ultimately to merge the three social insurance programs (pension, health, workers compensation), to offer a unified product to the informal sector to contribute to poverty reduction and achievement of 2030 Agenda for sustainable development. The JP provided support to the Zambian government through the Zambia Statistic Agency to institute data collection for SDGs, including the undertaking of the Living Conditions Monitoring Survey (LCMS), and the 2020 census. Census data will be used to conduct a sub-national analysis culminating into the development of a Constituency Development Index (CDI). The CDI will be used to determine the allocation of the Constituency Development Fund (CDF). The CDF is government's main vehicle for delivering development to underdeveloped areas of Zambia. The JP supported the development of training materials and training of staff in marriage registration, a crucial aspect of the National Civil Registration and Vital Statistics System as well as gender-based budgeting. The JP has also provided technical support preparations for the 2023 Demographic Health survey and the development of the National Statistical Development strategy will create a system that will not only improve planning but assists the government to ensure that financing is steered towards achieving the SDGs based on accurate and disaggregated population data. Availability of complete and accurate data will enable government and its partners to identify social service gaps, prioritise and intervene in underserved areas.

The INFF coordination framework was built on the same coordination framework for stakeholder coordination as the NDP coordination mechanisms. Therefore, the Ministry of Finance and National Planning of the Zambian government is the chair of the framework with the Resident Coordinator as the co-chair of the INFF coordination. The SDG-Subcommittee of the National Development Coordinating Committee (NDCC) is responsible for the INFF. Government ministries and agencies with planning and financing policy and

regulation responsibilities were the primary stakeholders of the Integrated National Financing Framework (INFF). In addition, the INFF engaged various groups such as the private sector, MSME networks, banks, civil society organisations, academia, think tanks, cooperating partners, local volunteer organisations, and IFIs to establish partnerships and collaborate on resource mobilisation initiatives. This multi-stakeholder approach is aimed at enhancing cooperation and coordination among actors to achieve the objectives of the INFF. This structure of leadership fosters country ownership and as government led prevents duplicated efforts.

#### 1.4. Contribution to SDG acceleration

The priority indicators to which the joint programme contributed are the following:

- Goal 1 End poverty in all its forms everywhere;
- Goal 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture;
- Goal 5 Achieve gender equality and empower all women and girls;
- Goal 7 ensure access to affordable, reliable, sustainable and modern energy for all;
- Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- Goal 9 Build resilient infrastructure, promote sustainable industrialisation and foster innovation;
- Goal 10 Reduce inequality within and among countries;
- Goal 13 Take urgent action to combat climate change and its impacts;
- Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive society at all levels; and
- Goal 17 Strengthen the means of implementation and revitalise the global partnership for sustainable development.

The Joint Programme addressed several SDGs directly and indirectly.

- It has targeted SDG 17.1 by strengthening domestic resource mobilisation; promoting long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief, and debt restructuring SDG 17.4; promote sustained and sustainable economic growth, full and productive employment, and decent work for all (8.3 & 8.4), primarily through SDG 8.3 and SDG 8.4, which respectively focus on promoting development-oriented policies that support productive activities and improve global resource efficiency; to strengthen the capacity of domestic and financial institutions to expand access to banking, insurance, and financial services for all, in line with SDG 8.10; SDG 9, on industrial and economic diversification and building productive capacities; SDG 4 on supporting financing for skills development and science, technology, and innovation; SDG 7, on access to affordable, reliable, sustainable, and modern energy for all; and SDG 15, which emphasises financing for biodiversity, ecosystems, and forest management. Ultimately, the attainment of these milestones is linked to the development of people's lives (SDG 1), the reduction of vulnerabilities (SDG 2), and a holistic approach that ensures that no one is left behind (SDG 5).

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any

SDG1			Reduce inequality by supporting the Civil Society and the Ministry of Community Development and Social Services to develop a social protection budget tracking tool for tracking of social protection budget and expenditures at District level as well as auditing quality of services of programs which has enhance social accountability to communities and other stakeholders	N/A
SDG 2				N/A
SDG4				N/A
SDG 5			<p>Mainstreamed gender and women empowerment and advocating for the reduction of inequalities in the formulation of the 8NDP, the national budget, and in the COVID-19 assessments and recovery strategies.</p> <p>Supported the review of the new Gender Policy and conducted a Gender Responsive Planning and budgeting orientation workshop for principal government officers</p>	N/A
SDG 8			Generating sectoral evidence used to estimate the investment requirements for COVID-19 recovery.	N/A
SDG 10			<p>Mainstreaming gender and women empowerment, and advocating for the reduction of inequalities in the formulation of the 8NDP, the national budget, and in the COVID-19 assessments and recovery strategies</p> <p>Goal 10: Reduce inequality by supporting the Civil Society and the Ministry of Community Development and Social Services to develop a social protection budget tracking tool for tracking of social protection budget and expenditures at District level as well as auditing quality of services of programs which has</p>	N/A

			enhance social accountability to communities and other stakeholders.	
SDG17			addressed Zambia’s development planning, and financing challenge and improving budget data, monitoring, and accountability. Through OBB and budget analysis, the programme has also contributed to increasing efficiency and effectiveness of public spending at the local level.	N/A

**1.5. Contribution to SDG financing flows (max 500 words)**

The joint programme, provided support for Public Finance Reforms at the local level. This included the transition from activity-based to output-based budgeting, as well as improvements to the monitoring and evaluation systems for the Ministry of Local Government and Rural Development, in alignment with the decentralisation policy, the Planning and Budgeting Act, and the Public Finance Management Act of the government. Such alignment is critical in enhancing performance, transparency, and accountability.

As members of the Thematic Groups of the Cooperating Partners Group (CPG), including Democracy and Governance, Decentralisation, Social Protection, Planning and M&E, and Public Financial Management, the PUNOs shared the joint programme's progress with these groups. As a result, stakeholders have increased awareness and support for initiatives such as the 8NDP, CRNA, OBB, Social Protection, and the Development Finance Agreement. Government in in alignment with the Output Based Budgeting initiative announced to increase funding for local governance and other stakeholders, such as GIZ, USAID, and the EU, have expressed interest in supporting the OBB and monitoring and evaluation efforts through the JP.

**1.6. Results achieved on contributing to UN Development System reform.**

The Join Programme ensured that the Participating UN Agencies planned together in implementing the interventions which contributed to common results such as supporting the government to formulate the 8<sup>th</sup> National Development Plan and undertake the COVID Recovery Needs Assessment. The Joint Programme also ensured that the PUNOs agreed on areas of support to government based on governments own priorities and aligned their activities to be implemented in a coordinated manner leading to common results. Similarly, in

undertaking the DFA as well as rolling out the Output Based budgeting, Government line ministries and IFIs were engaged jointly through a one UN approach which enhanced coherence and efficiency.

The Joint Programme also facilitated PUNOs to hold meetings with the Minister of Finance and National Planning to discuss the DFA and the need to expedite the implementation of the INFF for the 8th National Development. Therefore, supporting the government through these joint initiatives had enhanced coordination and pulling of resources together as opposed to previous situations where the Government approached individual agencies for support in these thematic areas which promoted fragmentation and duplication. The JP promoted efficiency as the PUNOs utilised Long Term Agreements from agencies that would acquire goods and services in record time. For example, the PUNOs utilised UNICEF's LTA to produce communication and visibility materials for the Joint Programme which highlighted achievements from all PUNOs in a timely manner. It adopted a 'Whole of Society Approach' to establish robust relationships with stakeholders, obtain relevant information from them, consult with them, and disseminate pertinent information to them. Hence, the INFF stakeholder and target group strategy used existing institutional structures and processes of the National Development Plan, as set forth in the National Planning and Budgeting Policy of 2014, which outlines the process of formulating a National Development Plan (NDP) and identifies key stakeholders, including Cabinet, Parliament, Ministries, Provinces, Spending Agencies, and Non-State Actors, who must be consulted using both top-down and bottom-up decentralised approaches; connecting the national and sub-national levels.

Central government ministries and agencies with responsibility for planning, financing policy, and regulation were the primary stakeholders at the core of the INFF. These include the Ministries of Finance and National Development Planning, Commerce and Industry, the Zambia Development Agency, Financial Regulation, Diaspora Engagement, Aid Coordination, the Zambia Revenue Authority, the Zambia Statistical Agency, and the Central Bank of Zambia. Other stakeholders include the private sector, Chambers of Commerce, the Lusaka Stock Exchange / Investment Funds, MSME networks, banks, insurance industry, civil society organisations, academia, think tanks, cooperating partners, local volunteer organisations, and IFIs. The institutional arrangements constituted for this purpose covered the National Development Coordinating Committee (NDCC), Cluster Advisory Groups (CAGs), Provincial Development Coordinating Committees (PDCC), Technical Working Groups, and District Development Coordinating Committees (DDCC). The joint planning and support from the PUNOs reduced duplication of efforts and resulted in coherent partnership with the government. Overall, this institutional arrangement facilitated a more comprehensive national planning mechanism and fostered ownership of national priorities; preventing duplication of efforts and the need to create parallel structures.

### **1.7. Results achieved on cross-cutting issues**

The Joint Programme supported the CRNA and the Economic Recovery Plan. It also supported the capacity building of staff selected across various line ministries as well as quasi-government institutions who form part of the United Nations Sustainable Development Cooperation Framework (UNSDCF) which brings the principles of Leave No One Behind, a Human Rights-Based Approach to Social Protection, Gender Equality, Accountability, Resilience and Sustainability to bear on the identified priorities, strategies, outcomes and outputs for achieving the developmental results.

The newly developed UNSDCF (2023-2027) serves as the partnership framework between the Government of the Republic of Zambia and the UN System to achieve the 2030 Agenda for Sustainable Development, the African Union 2063 Agenda, as well as to contribute to Zambia's Vision 2030 and its Eighth National Development Plan (8NDP) covering the period 2022-2026. JP also supported the review of the new Gender Policy and conducted a Gender Responsive Planning and Budgeting training for principal government officers aimed at enhancing the capacity of the government to ensure equity in resource allocation to address financial exclusion among women. It supported the transition of all 116 local councils in Zambia from activity-based to result-oriented Output-Based Budgeting, a prerequisite to fiscal decentralisation, transparency and accountability.

## 1.8. Results achieved on COVID-19 recovery

The joint programme enabled the UNDP, UNICEF, WHO, FAO, ECA, UNIDO, OHCHR, ILO, IOM, UN WOMEN, UNAIDS, UNODC, UNHCR, and UNFPA, as well as the European Union Delegation in Zambia, the World Bank to provide support to the Zambian government, through its various line ministries and partners to conduct a Covid-19 Recovery Needs Assessment (CRNA). This assessment aimed to achieve a shared understanding of the socio-economic, governance, and environmental effects and impacts of the COVID-19 crisis, particularly on the lives and livelihoods of local communities and vulnerable groups.

The CRNA and subsequent recovery framework it provided, offered a comprehensive analysis of the opportunities and challenges for operationalizing the ERP and implementing joint socio-economic recovery interventions. By identifying areas of focus, the assessment facilitated a coordinated, coherent, and effective multisectoral response for post COVID-19 recovery and resilience building. It recommended a three-phase recovery strategy focusing on i) preserving lives and livelihoods, ii) stimulating recovery and iii) resuming growth with transformation.

## 1.9. Strategic Partnerships

The JP enabled engagement among key stakeholders in various roles ranging from the generation of the Economic Recovery Plan, the Covid Recovery Needs Assessment, the Development of Finance Assessment, the development of the budget briefs, Monitoring and Evaluation policy, and others, as indicated below:

- National authorities: Ministry of National Development Planning, Ministry of Finance, Zambia Statistics Agency, Zambia Revenue Authority, Ministry of Environment, Zambia Development Agency, Zambia Institute for Policy Analysis and Research, University of Zambia
- Civil society organisations: CUTS Zambia, Civil Society for Poverty Reduction Finance and Transparency, Business coalition for SDGs.
- Private sector: Chamber of Commerce, Chamber of Mines, Federation of Industry, SME networks, Farmers Union, Lusaka Stock Exchange, Insurance Industry, Venture Capital and Private Equity Association.
- International Financial Institutions: World Bank, AfDB, IMF
- Other partners: USAID, GIZ, DFID, Sweden, European Commission

To foster the private sector, the programme collaborated with the Ministry of Finance and National Planning on the 'leveraging private sector engagement in the implementation of the 8NDP and achievement of the SDGs in Zambia' workshop. Implemented alongside the Zambia Chamber of Commerce and Industry, it drew attendance from various government ministries, including the Zambia Development Agency, and NGO/CSOs, including the World Bank. This event led to an increased understanding of the role of the private sector in national development planning and enhanced knowledge and understanding of the different types of public-private partnerships and alliances that can underpin the implementation of the 8NDP and achievement of the SDGs.

The joint programme also, supported the establishment of partnerships to formulate a new initiative under the Ministry of Labour & Social Security to enhance program design and funding synergies between social insurance and social security, to enhance the sustainability and resilience of social protection delivery and ultimately to merge the three social insurance programs - pension (National Pension Scheme Authority (NAPSA)), health, (National Health Insurance Management Authority (NHIMA)), and workers compensation under, the Workers Compensation Fund Control Board (WCFCB)), to offer a unified product to the informal sector to contribute to poverty reduction and achievement of 2030 Agenda for sustainable development.

## 1.10. Additional financing mobilised

Through the JP, the PUNOs played a critical role in mobilising additional resources for the CRNA. In addition to UN funding, the PUNOs were able to secure support from external partners such as KfW, Sweden, and the European Union. The budget briefs and social protection PER, which are essential components of the JP's diagnostic work, are being funded by PUNOs internal resources as well as contributions from external donors. This multi-source funding approach has allowed the JP to leverage resources and maximise its impact in addressing the complex development challenges in Zambia. Government has since taken over the OBB capacity building through their own funding.

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Own Resources Additional Resources	UNDP UNICEF UNFPA ILO	500,000.00 150,000.00 50,000.00 16,091.27	Mobilised funds to support OBB, budget analysis and expenditure reviews.  ILO funds went to support capacity building in data collection, monitoring, and reporting for Social Protection.  These were funds contributed by the two PUNOs to support successful implementation of the activity.
Other partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

## 2. Results by JP Outcome and Output

### 2.1. Results achieved by Fund’s global results

In general, the Joint Programme (JP) has made significant contributions to global results of the fund by developing and implementing an INFF to improve development financing for SDGs in Zambia. This framework has been instrumental in aligning national plans at both national and subnational levels with the SDGs agenda. Additionally, the JP has made valuable contributions through the Economic Recovery Programme and will continue to do so through the forthcoming financing strategy, which aims to provide an SDG-aligned financing strategy for national development. This alignment has resulted in improved integration of systems and policies, and coherent measurement of results at both levels, as they align with the national development plans. Such efforts have yielded positive outcomes in improving the planning and budgeting processes, and overall implementation of national development plans. More specifically, it has made contributions in the following ways:

- The JP has contributed to achieving SDG 17, which is about partnerships for the goals, by addressing Zambia’s development planning and financing challenges. It has done this by improving budget data, monitoring, and accountability, which helps increase efficiency and effectiveness of public spending at the local level. This is achieved through the use of OBB and budget analysis.
- SDG 5: The programme has worked towards achieving gender equality and empowering women and girls by mainstreaming gender and women empowerment in the formulation of the 8NDP, national budget, and COVID-19 assessments and recovery strategies. Similarly, it has contributed to SDG 10 by advocating for the reduction of inequalities and promoting gender mainstreaming.
- SDG 8: The programme also supported SDG 8 by generating sectoral evidence that has been used to estimate the investment requirements for COVID-19 recovery.

- Goal 10: Furthermore, the programme has made significant contributions towards Goal 10, reducing inequality by supporting civil society and the Ministry of Community Development and Social Services to develop a social protection budget tracking tool. This tool enables the tracking of social protection budget and expenditures at the district level, as well as auditing the quality of services of programs, enhancing social accountability to communities and other stakeholders.

## **2.2. Results achieved by Joint Programme Outcome**

The Joint Programme has made significant contributions towards Outcome 2 of the Fund by aligning the planning and budgeting processes of local authorities with those of the central government. This has led to better integration of policies and systems and more consistent measurement of results at both levels, all of which align with the national development plans. By introducing OBB, there is greater transparency and accountability among local authorities on their budgets, especially that the government recognises decentralisation as an enabler of development.

Furthermore, the JP supported the Government's pre-enumeration survey and for the main enumeration for the 2022 census of population and housing, which involved preparations to generate georeferenced population data for planning and management purposes. This initiative will enhance the usability of census data for development planning, management, and humanitarian response, thereby ensuring that the National Development Plan and Integrated National Financing Framework are evidence-based.

The JP also facilitated partnerships with key stakeholders such as the National Pension Scheme Authority (NAPSA), the National Health Insurance Management Authority (NHIMA), and the Workers Compensation Fund Control Board (WCFCB), with the aim of enhancing synergies between social insurance and social assistance. These collaborations have contributed significantly to poverty reduction and the achievement of the 2030 Agenda for Sustainable Development. As a result of these efforts, the JP has achieved several specific accomplishments, including improved policies and processes for planning and budgeting, which align with Outcome 2 of the JP

### **232. Results achieved by Joint Programme Output (max 500 words)**

The JP made significant contributions towards increasing the coverage of local authorities in Zambia that are utilising Outcome-Based Budgeting (OBB), with 116 local authorities, representing 60% of the country's local authorities, now benefitting from the approach. The JP also supported budget analysis, which has been instrumental in advocating for increased social sector spending. The JP's support for the COVID-19 Recovery Needs Assessment (CRNA) has provided critical insights into the impact of the pandemic and associated recovery costs. Both the budget analysis and CRNA have been utilised in the development of the 8th National Development Plan.

The JP also facilitated a rapid impact study of COVID-19 on the informal sector, which has been instrumental in informing national economic recovery efforts and strengthening partnerships with private sector networks to advance the achievement of the 2030 Agenda and national transformation goals.

Furthermore, the JP, in collaboration with the International Labour Organization (ILO), supported the research analysis of the Cash Plus Agenda using the Micro-Zamod - Data simulation tool from June 2020 to June 2021, which has yielded significant insights into innovative approaches for poverty reduction and social protection in Zambia through publication of a Policy Brief which made recommendations to the Zambian Government, resulting in the approval of the Cash Plus Policy Approach by Cabinet

## **3. Challenges and Changes**

### **3.1. Challenges faced by JP (max 300 words)**

There were challenges unique to the PUNOs as well as those common to all. However, analysis reveals that most of these were not insurmountable challenges but rather anticipated risks – that were largely foreseen in the implementation of the SDG Joint Fund and could be responded to even though they, for example, slowed the pace of implementation.



- A common challenge was the COVID – 19 Pandemic, which disrupted planning and implementation through restrictions on movements. This affected all activities that required in person meetings. For example, COVID -19 led to the first postponement of the national census in 2020. COVID -19 affected several implementation activities.
- The second common challenge was the political transition, which posed both risks and opportunities. Naturally, political transition implies realignment of national priorities and implementation frameworks. The 2021 general election led to delays in the 8NDP as well as national census. The delay to the census had ripple effects, causing further delays in other surveys such the Living Condition Monitoring Survey (LCMS) that were dependent on population estimates. The LMCS is then supposed to inform the rebasing of the economy.
- The third challenge was institutional - for example, there were challenges encountered around delayed administrative arrangements relating to the transfer of the Joint programme funds to ILO from UNFPA. The two organisations (ILO and UNFPA) resolved to enter into an UN-to-UN agreement which allowed funds to be spent directly from UNFPA with ILO leading on the activity implementation, just to mitigate further delays which would have ensued had the funds been arranged to be transferred to ILO from UNFPA. This led to delays in the commencement of activity implementation. This also made it difficult to monitor progress made in good time before the reporting period. The PUNOs phased the activity in two with one of the two trainings getting delayed. This was a deviation from the original plan.
- The last challenge relates to the nature of the coordinating mechanisms, which sometimes seemed top driven and not organically bottom up from government to the PUNOs.

## **4. Sustainability and Country Ownership**

### **4.1. Sustainability and country ownership**

To improve country ownership and establish platforms for sustainability of Social Protection financing, the PUNOs are integrated into the Thematic Groups of the Cooperating Partners Group (CPG), including those on Democracy and Governance, Decentralisation, Social Protection, Planning and M&E, and Public Financial Management. The Joint Programme's work has been shared with these groups, resulting in stakeholders being aware and supportive of the work being undertaken in 8NDP, CRNA, OBB, and Social Protection, as well as the planned Development Finance Assessment. Several advocacy actions championed by the Cooperating Partners through the JP has resulted in Government's recent announcements to increase funding to Social Protection programmes, particularly the Social Cash Transfer which is the Country's flagship programme. The Government, in its efforts to champion the decentralisation process, has also progressively increased local governance funding directly to local authorities is well-timed and aligns with the work being done on OBB. Stakeholders, including GIZ, the United States Agency for International Development (USAID), and the European Union (EU), have expressed interest in supporting the OBB and monitoring and evaluation work.

The Zambian government has adopted the Output Based Budgeting (OBB) training - all the local authorities are now on the OBB which address continuity in programming across local authorities. Similarly, the government has taken over budget consolidation activities, which signals local ownership.

Through support towards data systems, the JP strengthened the capacity of the Zambian Government in generating data for development and decision-making. For example, the Ministry of Home Affairs and Internal Security, in conjunction with other government institutions, has embarked on the decentralisation of civil registration services and has since rolled its programs to more than 40 districts. The enhanced capacities of local authorities will ensure that most citizens have legal identities to enable them to participate in various economic empowerment programs. Further, the JP supported the Government of Zambia, through the Zambia Statistics Agency (ZamStats) to develop a National Statistical Development Strategy, which is an overarching document aimed at developing a nationally integrated statistical landscape/system. The technical support provided to ZamStats in the execution of the first ever digital and georeferenced census has also built capacity of staff in the national statistical office for future data generation activities. Similarly, the M&E capacity building provided to the Ministry of Community Development and Social Services (MCDSS) has

contributed to improved data collection, monitoring, and reporting on District, Provincial, National, and Global indicators for Social Protection. This has continued to foster, within the Ministry, a culture of efficient and effective tracking of progress made on the indicators in line with the 8NDP and the Sustainable Development Goals.

## 5. Communications

### 5.1 Communication products

#### JOINT SDG COMMUNICATION PLAN

The goal of the communication plan for the SDG Joint Fund Programme in Zambia is to raise awareness, engage stakeholders, and promote the achievements and impact of the program in contributing to the Sustainable Development Goals (SDGs) in Zambia. The following items contain the communication modalities are used by the JPs to communicate their intentions:

SDG Brochure - <https://zambia.un.org/en/136030-sustainable-development-goals-brochure>

SDG Booklet - <https://zambia.un.org/en/136031-sdgs-bookletun-zambia>

SDGs song - [https://soundcloud.com/unic-lusaka/sdgs-song\\_we-are-one-people](https://soundcloud.com/unic-lusaka/sdgs-song_we-are-one-people)

The Joint SDG Fund in Zambia Brief - [www.jointsdgifund.org](http://www.jointsdgifund.org)

The Joint SDG Fund Story - <https://zambia.un.org/en/198571-joint-sdg-fund-supports-national-planning-and-budgeting-zambia>

The Joint SDG Fund Story -

<https://zambia.un.org/en/221277-united-nations-supports-sustainable-development-efforts-zambia>

The Joint SDG Fund (Output- Based Budgeting) Story - <https://zambia.un.org/en/221282-kabwe-municipal-council-success-output-based-budgeting>

The Joint SDG Fund Story - <https://zambia.un.org/en/224023-un-joint-sdg-fund-transforming-local-authorities%E2%80%99-budgeting>

#### Events

- Launching of the Economic Recovery Programme (ERP)
- Partnership events with the IFIs.
- Partnership with Zambia Institute for Policy Analysis and Research (ZIPAR)
- JP LAUNCH EVENT & ANNUAL DONOR EVENT

### 5.2 Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Economic Recovery Programme (ERP)
Annual donors' event* (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Breakfast meeting with donors to highlight achievements of the Joint Programme
Partners' event ** *(optional)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Budget Analysis Toolkit Launch of social sector budget brief by Minister of Finance

## 6. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing

- The identification of catalytic interventions has a more profound impact on development, which may be particularly important for achieving systematic and sustainable change, even when implementation budgets are not very large.
- Urgent action is needed to streamline financial regulations to facilitate inter-agency collaborations.
- The JP was executed and spearheaded by the Ministry of Finance and National Development Planning, as well as the Local Government and Rural Development, which enhances the likelihood of success through increased ownership.
- Inter-ministerial collaboration proves to be more effective in driving systematic change at both the national and subnational levels.
- There is ample local capacity that can serve as the foundation for sustainable partnerships for development, and it is imperative to harness this capacity for collaborative purposes.
- Utilisation of local human resources to support the building of key technical skills and capacities in Government in areas such as M&E can be cost-effective and resource saving, hence improving sustainability.
- 

### 6.2. Key lessons learned and best practices, and recommendations on Joint Programming

- From the JP, the common work plan, and streamlining of activities with various UN agencies taking lead roles on activities and others playing supportive functions enables efficient delivery and prevents duplication of actions and is, therefore, more effective for supporting systematic change.
- The use of the project document as an agreement between agencies is key to overcoming bottlenecks associated with the development of UN-to-UN agreements, which tend to take long and delay implementation.
- Implementation of Social Protection programming through the joined programme has unlocked opportunities for more synergies across PUNOs which has led to optimal use of resources through co-financing, hence eliminating all possibilities of silo-approach, and hence ensuring value for money.
- Varying financial regulations of different UN agencies that guide resource use must be factored in the planning processes of joint activities to avoid potential delays in project delivery.

### Recommendations

- Institutionalise OBB training institutions such as the universities and colleges, which train human resources working in local authorities, not merely for capacity building but for continued alignment of local authorities with the national system to actively implement the public finance management and institutionalising transparency and accountability in national planning and budgeting. This alignment of national and subnational levels will ensure progress towards the SDGs.
- Strengthen inter-ministerial collaboration for effective change management across various levels of government in support of the SDG agenda.
- Support and strengthen collaborative partnerships along a unified programme of work with specific tasks for actors so as to promote streamlining of interventions and actions to prevent duplication.
- Continuous development of capacities in data collection, analysis, monitoring and reporting across various levels of Government institutions will massively address existing data gaps which have always posed a challenge on effective reporting of progress made on SDG indicators from sub-national, regional, and national levels.
- Related to above, Government is encouraged to enter into agreements such as MOUs with various training institutions to have regular or routine trainings for staff working in specific areas of interest such as M&E to ensure continuous presence of necessary capacity against high staff turnover.
- Support government with development of a method for the developing the Constituency Development Index (CDI) to guide the disbursement of Constituency Development Funds (CDF)

## Annex 1: Consolidated results framework

### 1. JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds	NILL	NILL		

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested	0	1	1	OBB – Aligning of sub-national to national level
4.2: #of integrated financing strategies that have been implemented with partners in lead	0	1	1	DFA – Development Financial Assessment with Financing Strategies for 8NDP
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress	0	0	0	UN supporting the government to develop an INFF for the national development plan

### 2. Selected global operational effectiveness indicators (full programme duration)

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

Yes, considerably contributed

Yes, contributed

No

Explain briefly:

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

Yes,

No

N/A (if there are no other joint programmes in the country)

Explain briefly: The joint programme was implemented using a common work plan with activities that were streamlined. Each UN agency was either playing a leading role or a supportive function on a particular activity. This eliminated duplications and delays that would arise if the agencies were working in silos.

### 3. Results as per JP Results Framework

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
Outcome 1					
<b>Government of Zambia implements systems and frameworks for SDG Financing</b>					
Outcome 1 indicator: #of integrated financing strategies that have been implemented with partners	0	1	1	NDP Annual Progress Report	
Output 1.1. Undertake a development finance assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward, including key measures in response to the economic and social effects of the COVID19.					
Output 1.1 indicator					
Output 1.1 indicator # of development finance assessments that include the assessment of the impact of COVID19 undertaken	0	2	5		
Output 1.2. Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, execution, to monitor and oversight. All of which to promote transparency and enhance accountability.					

Output 1.2 indicator # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	2	4	7NDP Annual Progress Report	UNDP
Output 1.3. Enhancing data collection, Monitoring and Evaluation systems, including the capacity of Zambia Statistics Agency, the Government of Zambia, Civil Society Organizations to promote a consolidated, responsiveness, accountable and well-governed socio-development system.					
Output 1.3 indicator # of new indicators (disaggregated for public and private finance) in national monitoring systems for sustainable development	n/a	2	4	7NDP Annual Progress Report	UNFPA
<b>Outcome 2. Planning and finance policy functions, processes and systems are Integrated.</b>					
Outcome 2 indicator				7NDP Annual Progress Report	
Output 2.1. The National Development Plan (NDP) and related policies and strategies are costed, and suggested financing solutions are proposed through SDG financing strategy that serves as the NDP financing strategy.					
Output 2.1 indicator # of NDP policies and programmes costed and with related financing strategies	2	4	6	7NDP Annual Progress Report	
Output 2.2. The National Domestic Resource Mobilization agenda and its key pillars, including its Public Financial Management, are aligned to respond to the National Development Plan (NDP).					
Output 2.2 indicator % increase in social sector budget allocation	0	10	20	Budget Analysis	
Output 2.3. National strategies for mobilising the public and private resources and aligning the national investment strategies and plans with the NDP are developed to directly realise its targets and objectives.					

Output 2.3 indicator # of government plans with gender budgeting	1	2	4	7NDP Annual Progress Report	
<b>Outcome 3. Private - domestic and international - resources are mobilized to respond to the National Development Plan.</b>					
Outcome 3 indicator % increase in domestic and international resources into the national budget	n/a	10	20	7NDP Annual Progress Report	
Output 3.1. Legal, policy framework and technical capacities facilitating sustainable, inclusive private investment (i.e. streamlining procedures, systems, and public services for investors) are improved.					
Output 3.1 indicator # of legal instruments				7NDP Annual Progress Report	
Output 3.2. SDG Investment intelligence is gathered – Identification of sustainable and social oriented investment opportunity areas from the NDP.					
Output 3.2 indicator # of SDG investment information produced	0	1	2	7NDP Annual Progress Report	
Output 3.2 indicator # of SDG investment information produced	0	1	2	7NDP Annual Progress Report	
Output 3.3. Innovative financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed.					
Output 3.3 indicator # innovative financing instruments developed and implemented	0	2	4	7NDP Annual Progress Report	

## Annex 2: List of strategic documents

### 1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Economic Recovery Programme (2020-2022)	15 December 2020		National Recovery Programme
2022 Child Protection Budget Brief	November 2022	Assessment	The document explores the extent to which the 2022 national budget addresses the protection needs of children below the age of 18.
2022 Education Budget Brief	November 2022	Assessment	The document analyses the size and composition of the budget allocation to the education sector for the fiscal year 2022. The
2022 Health Budget Brief	November 2022	Assessment	The document analyses the size and composition of the budget allocation to the health sector for the fiscal year 2022.
2022 Nutrition Budget Brief	November 2022	Assessment	Sought to ascertain the extent to which the allocation towards nutrition in the 2022 national budget addresses the nutrition needs of children and women, especially pregnant and lactating mothers.
2022 WASH Budget Brief	November 2022	Assessment	The assessment sought to determine the level of support the government plans to give towards the WASH Sector based on its allocation made in the budget for the fiscal year 2022.
2022 Census of Population and Housing: Preliminary Report	December, 2022	Report	The document provides summary statistics on the country's population size, distribution, and density by various geographical locations



Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
			(national, provincial, district and constituency)
Covid-19 Response and Needs Assessment	June 2021	Report	The document provides detailed information about the impact of Covid-19 and responses to the impact. It also makes recommendations on how to deal with such emergencies
Output-based Budgeting (OBB)	June 2021	Training material	The manual is designed to aid in the training of local authorities in efforts to develop and implement the OOB for all local authorities in Zambia.
National Budget Analysis Toolkit	February 2022	Report	This document will strengthen the capacity of policy and law makers and the public on the analytical activities involved in the formulation, implementation and monitoring of the national budget.
Analysis of the 2023 National Budget	October 2022	Report	This document analyses some of the pronouncements of the 2023 National Budget. It also provides insights on key areas where the Government needs to take to head, and their impact on the economy.
An Analytical Brief of the 2023 Social Sector	October 2022	Assessment	The document reviews the 2023 National Budget in efforts to ascertain the extent to which the Government of the republic of Zambia will support Social Sector needs in the country in the year 2023.

<b>Title of the document</b>	<b>Date (month; year) when finalized</b>	<b>Document type (policy/strategy, assessment, guidance, training material, methodology etc.)</b>	<b>Brief description of the document and the role of the JP in finalizing it</b>
M&E Framework for Ministry of Local Government and Rural Development	April 2021	Report	The document provides guidance on processes of measuring the performance of the local governance sector programming in the country.

*2. Strategic documents to which the JP directly contributed to*

<b>Title of the document</b>	<b>Date (month; year) when finalized</b>	<b>Document type (policy/strategy, assessment, guidance, training material, methodology etc.)</b>	<b>Brief description of the document and the role of the JP in finalizing it</b>
2022 Census of Population and Housing: Preliminary Report	December, 2022	Report	The document provides summary statistics on the country's population size, distribution, and density by various geographical locations (national, provincial, district and constituency)
Covid-19 Response and Needs Assessment	June 2021	Report	The document provides detailed information about the impact of Covid-19 and responses to the impact. It also makes recommendations on how to deal with such emergencies
Output-based Budgeting (OBB)	June 2021	Training material	The manual is designed to aid in the training of local authorities in efforts to develop and implement the OOB for all local authorities in Zambia.
National Budget Analysis Toolkit	February 2022	Report	This document will strengthen the capacity of policy and law makers and the public on the analytical activities

			involved in the formulation, implementation and monitoring of the national budget.
Analysis of the 2023 National Budget	October 2022	Report	This document analyses some of the pronouncements of the 2023 National Budget. It also provides insights on key areas where the Government needs to take to head, and their impact on the economy.
An Analytical Brief of the 2023 Social Sector	October 2022	Assessment	The document reviews the 2023 National Budget in efforts to ascertain the extent to which the Government of the republic of Zambia will support Social Sector needs in the country in the year 2023.
M&E Framework for Ministry of Local Government and Rural Development	April 2021	Report	The document provides guidance on processes of measuring the performance of the local governance sector programming in the country.

## Annex 3. Communications materials

### 3.1 Human interest story

UNICEF, in collaboration with other UN agencies, has been supporting the Ministry of Local Government and Rural Development under the Joint Sustainable Development Goals Fund (JSDGF). The Program was launched in 2016 and is being implemented across the country. In 2022, the Livingstone City Council, in coordination with the community representatives built a toilet for the clinic in Shungu Ward – first ever proper toilet in the community.

One of the beneficiaries, Precious Kayola (29), a resident of Palmgrove Zone, Shungu Ward in Livingstone District, was able to detail her benefits from the initiative. She said the locals never had any modern toilets and just one pit latrine which was used by everyone, in the village and also by the people passing by during their journey. It was not in a good condition, so they always had to go to the bushes to relieve themselves. As a result, members of the community would opt to use the bushes to relieve themselves, however, bushes have snakes and wild animals that pose a threat to safety; but if one were to stay close to the road without going deep in the bushes to hide from the sight of passersby, he or she would risk being seen by people.

Samson Kandala, the Ward Councilor, Shungu Ward in Livingstone also added to this story by stating that earlier the people wanting to visit the clinic would either use a facility at home, if they had one, or use the bushes, before coming to the clinic. We need to build more toilets for the community and across zones, as there are hardly any proper toilets, and only pit latrines, which can be a source of disease and illnesses. Diarrhoea is common here and we stand at the risk of Cholera. This is a national park area and there are hippos, elephants and buffaloes that are a constant risk for people going deep into the bushes.

This initiative uplifted the lives of the community members by giving them a sense of dignity and respect as they answer the call of nature. This is in line with achieving SDG Target 6.2: End open defecation and provide access to sanitation and hygiene; through which by 2030, the UN aims to achieve access to adequate and equitable sanitation and hygiene for all and end open defecation.

### 3.2 Communication products

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of document
Economic Recovery Programme (2020-2022)	15 December 2020		The Economic recovery Programme brings together a set of necessary multi sectoral policies and interventions aimed at restoring and building back better the economy in order to deliver on the national priorities.

SDG Brochure		Policy brief	<p>The Sustainable Development Goals (SDG) brochure serves as a tool to raise awareness and understanding of the SDGs among various stakeholders such as governments, civil society organisations, businesses and individuals. The SDG brochure aims to provide a concise and accessible overview of the SDGs that can serve as a basis for decision-making, planning and advocacy in the field of sustainable development. It is a valuable resource for all including policy makers, educators, students and the general public</p> <p><a href="https://zambia.un.org/en/136030-sustainable-development-goals-brochure">https://zambia.un.org/en/136030-sustainable-development-goals-brochure</a></p>
SDG Booklet			<p>The Sustainable Development Goals (SDG) brochure serves as a tool to raise awareness and understanding of the SDGs among various stakeholders such as governments, civil society organisations, businesses and individuals. The SDG brochure aims to provide a concise and accessible overview of the SDGs that can serve as a basis for decision-making, planning and advocacy in the field of sustainable development. It is a valuable resource for all including policy makers, educators, students and the general public</p>
SDG Song			<p>The SDG song is designed to provide information on the SDG goals in a unique way. It aims to encourage people to take action. The song is a means to spread awareness, build support, promote creativity, and to encourage engagement towards achievement of the SDG goals.</p> <p><a href="https://soundcloud.com/unic-lusaka/sdgs-song_we-are-one-people">https://soundcloud.com/unic-lusaka/sdgs-song_we-are-one-people</a></p>
2022 Child Protection Budget Brief	November 2022	Policy brief	The document explores the extent to which the 2022 national budget addresses the protection needs of children below the age of 18.
2022 Education Budget Brief	November 2022	Policy brief	The document analyses the size and composition of the budget allocation to the education sector for the fiscal year 2022. The
2022 Health Budget Brief	November 2022	Policy brief	The document analyses the size and composition of the budget allocation to the health sector for the fiscal year 2022.

2022 Nutrition Budget Brief	November 2022	Policy brief	The document seeks to ascertain the extent to which the allocation towards nutrition in the 2022 national budget addresses the nutrition needs of children and women, especially pregnant and lactating mothers.
2022 WASH Budget Brief	November 2022	Policy brief	The document seeks to determine the level of support the government plans to give towards the WASH Sector based on its allocation made in the budget for the fiscal year 2022.

#### **Annex 4: Stakeholder feedback**

<b>No</b>	<b>Name of entity</b>	<b>Name of Representative</b>	<b>Title</b>	<b>Contact information</b>	<b>Role in the programme</b>	<b>Summary of feedback</b>