

Joint Programme Document

- RCO Fiji

A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number:** FC1 2020 FJI
- 3. Joint programme title:** *Unlocking SDG Financing in the Pacific*
- 4. Short title:** *Financing the SDGs*
- 5. Country and region:** **Fiji, Solomon Islands (SOI), Vanuatu, Republic of Marshall Islands (RMI) and in the Asia-Pacific Region**
- 6. Resident Coordinator:** *Sanaka Kumara Samarasingha* sanaka.samarasingha@un.org;
- 7. UN Joint Programme focal point:** Mohammed Mozeem, RCO Fiji
mohammed.mozeem@un.org
- 8. Government Joint Programme focal point:**
 - **Fiji** – Makereta Konrote, Ministry of Economy makereta.konrote@economy.gov.fj
 - **Vanuatu** – Gregoire Nimbtkik, Ministry of Finance gnimbtkik@vanuatu.gov.vu
 - **Solomon Islands** – Mckinnie Dentana Makini, Ministry of Finance and Treasury admin@mof.t.gov.sb;
 - **Republic of Marshall Islands (RMI)** – Maybelline Bing, Ministry of Finance secfin.rmi@gmail.com
- 9. Short description:**

The overall objective of this UN Joint Programme is to support the Governments of Fiji, Vanuatu, Solomon Islands, and the Republic of Marshall Islands (RMI) to build a more integrated approach to financing their national development plans and support Least Developed Country (LDC) graduation processes in the Solomon Islands and Vanuatu. The joint programme (JP) will support the four Pacific Island Countries (PIC) to formulate and operationalize integrated, costed financing strategies that bring together the policies and instruments through which governments govern public and private financing. These financing strategies will provide a stronger basis for prioritizing and implementing policy changes and reforms that will help to mobilize new resources and unlock greater impact from financing to support the delivery of national plans in meeting the 2030 agenda as well as to support transitioning out of the LDC status. In each country, the joint programme will also support the formulation of financing plans for strategies in sectors that have been identified as a priority for each country. These sectors include education, health, Early Childhood Development (ECD), youth development along with gender as a cross cutting theme. The joint programme builds on participating UN agencies' (UNDP, UNESCAP, and UNICEF) ongoing support to the Ministries of Planning, Finance, Economy, Health, Internal Affairs, Women, Youth, Children, Social Welfare and Education in gender-sensitive and child-centered public finance management, SDG budgeting, and oversight
- 10. Keywords:**
 - Development Finance Assessments
 - Integrated National Financing framework
 - Public Finance Management
 - Sustainable Development Goals
 - Pacific Island Countries
 - Least Developed Country (LDC)

11. Overview of budget:

Joint SDG Fund contribution	USD 999,380
Co-funding 1 (UNDP)	USD 100,000.00
Co-funding 2 (UNICEF)	USD 60,000.00
Co-funding 3 (ESCAP)	USD 40,000.00
TOTAL	USD 1,199,380

12. Timeframe:

Start date	End date	Duration (in months)
Mid 2020	Mid 2022	24 months

13. Gender Marker:

Overall score = 2.3

2 – Meets minimum requirements

14. Participating UN Organizations (PUNOs) and Partners:

14.1 PUNO

Convening agency:

UNDP [lead], RR Levan Bouadze levan.bouadze@undp.org

Other PUNO:

- ESCAP, Head of the Pacific Office, Iosefa Maiava, maiavai@un.org
- UNICEF, Representative, Sheldon Yett, syett@unicef.org

Additionally, UN Women and IFAD will support the objectives of the Joint Programme through their ongoing interventions.

14.2.a Partners

14.2.a

Government Ministries (Fiji):

- Ministry of Economy: Permanent Secretary, Ms. Makereta Konrote makereta.konrote@economy.gov.fj
- Ministry of Youth and Sports: Permanent Secretary, Mr. Jone Maritino Nemani jone.nemani@youthandsports.gov.fj
- Fiji Bureau of Statistics: Chief Executive, Mr. Kemueli Naiqama knaiqama@statsfiji.gov.fj
- Reserve Bank of Fiji: Governor, Mr. Faizul Ariff Ali info@rbf.gov.fj
- Fiji Revenue and Customs Services: Acting Interim CEO, Ms. Fane Vave fvave@frcs.org.fj
- Ministry of Economy: Head of Budget and Planning, Mr. Isoa Talemaibua, italemaibua@economy.gov.fj
- Ministry of Youth and Sports: Director Youth and Sports and Business Development, Mr. Philip Hereniko, sckmu001@youthandsports.gov.fj
- Fiji Development Bank: Chief Executive Officer, Mr. Mark Clough mailroom@fdb.com.fj
- Fiji National Provident Fund: Chief Executive Officer, Mr. Jaoji Koro

Civil society organizations:

- Fiji Chamber of Commerce: Janice Nand manager@fijichamber.com

- Fiji Commerce and Employers Federation: Chief Executive Officer, Mr. Nesbitt Hazelman employer@fcef.com.fj
- Fiji National Youth Council: Vivian Kosher nationalyouth.councilfiji@gmail.com;
- Pacific Disability Forum: Manager Planning, Policy & Advocacy, Laisa Vereti mppa@gmail.com
- Fiji National Council for Disabled Persons: President fnccdp@connect.com.fj
- Fiji Disabled Peoples Association: President fdpa@connect.com.fj
- Fiji Council of Social Services: Mr. Neil Maharaj fcoss@piango.net

Private Sector:

- Westpac Fiji: Chief Executive, Mr. Kip Hanna westpacfiji@westpac.com.au;
- ANZ Fiji: Chief Executive Officer, Mr. Saud A. Minam ebusfi@anz.com;
- BSP Fiji: Country Head, Mr. Harroon Ali ib@bsp.com.fj;
- HFC Bank: Chief Executive Officer, Mr. Rakesh Ram info@hfc.com.fj;

IFIs:

- Pacific Sub regional Office (SPSO) - Asian Development Bank (ADB):
Regional Director, Mr. Masayuki Tachiir mtachiir@adb.org
- IMF-PFTAC: Director, Mr. David Anthony Kloeden DKloeden@imf.org;
- World Bank: Director to the Pacific Islands, Michel Kerf mkerf@worldbank.org;
- IFC: Resident Representative, Deva De Silva dde SILVA2@ifc.org

Regional Organizations:

- University of the South Pacific: Vice Chancellor, Professor Pal Ahluwalia vc@usp.ac.fj
- Fiji National University: Vice Chancellor, Professor Nigel Healey vc@fnu.ac.fj
- Pacific Community (SPC): Director General, Dr Stuart Minchin spc@spc.int
- Pacific Islands Forum Secretariat: Secretary General, Ms. Dame Meg Taylor info@forumsec.org
- Melanesian Spearhead Group: Director General, Mr. Amena Yavoli msg.secretariat@msg.int
- Pacific Islands Development Forum: Secretary General, Ambassador Solo Mara secretariat@pidf.int
- Oceania Customs Organization: Head of Secretariat info@ocosec.org
- Pacific Islands Tax Administrators' Association (PITAA): Head of Secretariat, Mrs. Koni Ravono pmaivuacevu@pitaa.org
- Pacific Islands Private Sector Organizations:
- Pacific Islands Association of Non-governmental Organizations: Executive Director, Ms. Emele Duituturaga info@piango.org

Development Partners: EU, DFAT, MFAT

14.2.b

National Authorities (Solomon Islands);

- Ministry of Development Planning and Aid Coordination: Permanent Secretary; Ms. Susan Dhari admin@mof.gov.sb;
- Ministry of Finance and Treasury: Director Budget, Mr. Coswal Nelson, cnelson@mof.gov.sb
- Ministry of Development Planning and Aid Coordination: Director M&E, Mr. Samuel Wara SWara@mdpac.gov.sb
- Ministry of Women, Youth, Children and Family Affairs: Director Children Division, Mr. Goldie Lusi GLusi@mwyafa.gov.sb
- Ministry of Health and Medical Services: Under Secretary Administration and Finance, Dr Lazarus De Neko lneko@moh.gov.sb
- Ministry of Education and Human Resources Development: Director CESC, Ms. Jullian Jenny Lelo JLilo@mehrd.gov.sb

- Solomon Islands Provident Fund: General Manager, Mr. Mike Wate enquiry@sinpf.org.sb;
- Central Bank of Solomon Islands: Governor info@cbsi.com.sb;
- Solomon Island Inland Revenue Department: taxeducationteam@mof.gov.sb;

Civil Society Organizations:

- Development Service Exchange [DSE] – Mrs. Jenniffer Wate dse@piango.net;
- National Youth Congress - Mr. Gone Hika sinyc@solomon.com.sb;

Private Sector:

- Solomon Islands Chamber of Commerce – Chief Executive Officer contact@solomonchamber.com.sb
- ANZ: Country Head, Martin Beattie
- BSP: Country Head BSPFirst@bsp.com.sb

IFIs:

- Pacific Subregional Office (SPSO) - Asian Development Bank (ADB)
Regional Director, Mr. Masayuki Tachiir mtachiir@adb.org
- IMF-PFTAC: Director: Mr. David Anthony Kloeden DKloeden@imf.org;
- World Bank: Director to the Pacific Islands, Michel Kerf
- IFC: Acting Resident Representative, Milissa Day mday@ifc.org

Development Partners: EU, DFAT, MFAT, JICA

14.2.c

National Authorities (Vanuatu):

- Prime Minister's office – Director General, Gregoire Nimbtik gnimbtik@vanuatu.gov.vu
- Prime Minister's office: Senior Sector Policy Analyst, Viran Tovu vtovu@vanuatu.gov.vu
- Ministry of Finance and Economic Management: Director General, Letlet August laugust@vanuatu.gov.vu
- Expenditure Analyst - Health, Alexandra Masteia amasteia@vanuatu.gov.vu
- Expenditure Analyst - Education, Reuben Edward Tafau retafau@vanuatu.gov.vu
- Ministry of Health: Director of Public Health, Dr. Len Tarivonda ltarivonda@vanuatu.gov.vu
- Vanuatu National Provident Fund: General Manager, Mr. Parmod Achary Enquiry@vnpf.com.vu
- Reserve Bank of Vanuatu: Governor, Mr. Simeon Malachi Athy rbvinfo@rbv.gov.vu
- Vanuatu Customs and Inland Revenue: Director, Mr. Benjamin Malas circorporate@vanuatu.gov.vu

Civil Society Organizations

- Vanuatu Civil Society Organisations/PIANGO: Charlie Timpoloa Harrison vango@piango.net
- Mr. Elison Bovu: Executive Director - Vanuatu Society for People with Disability (VSPD)-
Email: sesebovu@gmail.com
- Mr. Lai Sakita – Chairman, Vanuatu Civil Society Organizations (VANGO), Email: laisakita14@gmail.com
- Mr. Joe Kalo – Principal Administrator of VNYC - (Vanuatu National Youth Council), Email: jkalo@vanuatu.gov.vu

Private Sector

- Vanuatu Chamber of Commerce: Mr. Shaun Gilchrist <https://vcci.vu>
- National Bank of Vanuatu: Mr. John A. Aruhuri nationalbank@vanuatu.com;

IFIs

- Mrs. Nancy Wells – Senior Country Coordinator nwells@adb.org
- IMF-PFTAC: Director: Mr. David Anthony Kloeden DKloeden@imf.org
- World Bank: Director to the Pacific Islands, Michel Kerf mkerf@worldbank.org;
- IFC: Acting Resident Representative, Milissa Day mday@ifc.org

Development Partners: EU, DFAT, MFAT

14.2.d

National Authorities (Republic of Marshall Islands)

- Office of the Chief Secretary: National ECD Advisor, Molly Helkena mhelkena@yahoo.com
- Ministry of Finance, Banking and Postal Services: Assistant Secretary Budget and Planning, Dahlia Kaneko dtkaneko11@gmail.com
- Ministry of Health and Human Services: Deputy Secretary Office of Health Planning, Policy Preparedness & Epidemiology, Francyne Wase-Jacklick wasejacklick@gmail.com
- Ministry of Education, Sports and Training: Senior Coordinator, Sally Ann de Brum sallyanndebrum@gmail.com
- Ministry of Culture and Internal Affairs: Chief of Community Development and Human Rights, Karina de Brum humanrightrmi@gmail.com

Civil Society Organizations

- RMI National Disability Council - Mr. Setareki Macanawai pdfsec@pacificdisability.org;
- RMI Civil Society Organizations Laitia Tamata micngos@gmail.com;
- Majuro Youth Council, Jo-JiKuM pacificyouthcouncil@gmail.com;

Private Sector

- Chamber of Commerce and Industry: Dwight Heine Commerce@ntamar.net;

IFIs

- ADB: PFM Project Consultant, Chap Jagabat chap.jabagat8@gmail.com
- World Bank: ECD Program Manager, Dr Atef El Maghraby atefhrm@yahoo.com
- World Bank: PFM Project Manager, Mr. Chris Yanckello cyank3@gmail.com

SDG Financing - List of Acronyms

ADB:	Asia Development Bank
CEDAW:	Convention on the Elimination of All Forms of Discrimination Against Women
CPRD:	Convention of the Rights of Person's with Disabilities
CRC	Convention on the Rights of the Child
EPPSO	Economic Policy and Planning Statistics Office
CSO:	Civil Society Organisation
DFA	Development Finance Assessment
GDP:	Gross Domestic Product
GEWE:	Gender Equality and Women Empowerment
ICT:	Information and Communications Technology
IFAD:	International Fund for Agricultural Development
FBOS	Fiji Bureau Of Statistics
IMF:	International Monetary Fund
IFI:	International Financial Institution
JP:	Joint Programme
LDC:	Least Developed Country
M&E:	Monitoring and Evaluation
MSME:	Micro Small Medium Size Enterprises
NGO:	Non-Governmental Organisation
PIC:	Pacific Island Countries
PIFTAC:	Pacific Financial Technical Assistance Center
PFM	Public Financial Management
RMI	Republic of Marshall Islands
SDG:	Sustainable Development Goals
SIDS:	Small Island Developing States
SINSO	Solomon Islands National Statistics Office
SOI	Solomon Islands
SME:	Small Medium Enterprise
TOC	Theory Of Change
NPF:	National Provident Fund
UNCT:	United Nations Country Team
UNDG:	United Nations Development Group
UNDP:	United Nations Development Programme
UNICEF:	United Nations Children's Fund
UNPS:	United Nations Pacific Strategy
UNRC:	United Nations Resident Coordinator
UNRCO:	United Nations Resident Coordinator Office
UNSDG:	United Nations Sustainable Development Group
VNSO	Vanuatu National Statistics Office
VNR:	Voluntary National Review
WB:	World Bank

B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: 31 March 2020

2. Relevant Joint SDG Fund Outcome

Outcome 2: Additional financing leveraged to accelerate SDG achievement

3. UNDAF Outcomes and Outputs (same as Results Framework)

3.1.a. Outcomes of the United Nations Pacific Strategy 2018-2022:

- OUTCOME 1: CLIMATE CHANGE, DISASTER RESILIENCE AND ENVIRONMENT PROTECTION
- OUTCOME 2: GENDER EQUALITY
- OUTCOME 3: SUSTAINABLE AND INCLUSIVE ECONOMIC EMPOWERMENT
- OUTCOME 4: EQUITABLE BASIC SERVICES
- OUTCOME 5: GOVERNANCE AND COMMUNITY ENGAGEMENT
- OUTCOME 6: HUMAN RIGHTS

3.1.b. Outcome of SDG Financing Joint Programme

OUTCOME 1 – Public and private financing prioritized and leveraged to accelerate SDG achievement mainly through strengthened enabling conditions and national capacities

- 3.2 Outputs 1.2 Number of PICTs whose direct disaster economic loss in relation to regional GDP, including disaster damage to critical infrastructure and disruption of basic services has reduced
- 1.3 Number of PICTs that have established a national and at least one sectoral development plan incorporating climate change and disaster risk management
- 2.6 Number of PICTs in which the proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data
- 3.1 Number of PICTs in which the proportion of population living below the national poverty line, by sex and age [disability status and geography] has decreased based on the latest available data
- 5.4 Number of PICTs that adopt and implement constitutional, statutory and/or policy guarantees for public access to information

The United Nations Pacific Strategy 2018-2022 does not have output level results across the 6 Outcome Areas. Joint Country Action Plans are currently under development.

4. SDG Targets directly addressed by the Joint Programme

4.1 List of targets

SDG 1.A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions
SDG 1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

SDG 3.C Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

SDG 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

SDG 10.B Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes

SDG 17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

17.3 Mobilize additional financial resources for developing countries from multiple sources

4.2 Expected SDG impact

The main expected SDG impact in the targeted Small Island Developing States (Fiji, Solomon Islands, Vanuatu, and RMI) including the two (Vanuatu and Solomon Islands) Least Developed countries (LDCs) would be three-fold.¹ In the Solomon Islands, Fiji, and RMI, the joint programme will implement the recommendations of the Development Finance Assessments (DFA), Public Financial Management (PFM) reforms, and Integrated National Financing Frameworks (INFFs) and enable the countries to articulate integrated financing strategies to strengthen resource mobilization from a variety of sources (public and private), including - through enhanced development cooperation - ensuring adequate and predictable means of funding to implement programmes and policies that contribute toward ending poverty in all its dimensions. 2) In Vanuatu and the Solomon Islands governments will have the necessary tools, capacities, and strategies to unlock public and private investments to meet their localized SDG priorities and the Least Development Country (LDC) graduation by 2020/2021 for Vanuatu and 2023 for the Solomon Islands³ In terms of sectoral impact, with UNICEF and in close collaboration with the World Bank Group, the joint programme will have enabled the governments in Fiji Solomon Islands and RMI to track and resource child and youth centered interventions as well as education and health interventions in Vanuatu to meet SDG 3 (better health and well-being) and SDG 4 (quality education) yearly targets as outlined in the SDG target sections above.

5. Relevant objective/s from the national SDG framework

Solomon Islands National Development Strategy 2016-2035

Objective One: Sustained and inclusive economic growth

- Medium Term Strategy 1: Reinvigorate and increase the rate of inclusive economic growth
- Medium Term Strategy 2: Improve the environment for private sector development and increase investment opportunities for all Solomon Islanders
- Medium Term Strategy 3: Expand and upgrade weather resilient infrastructure and utilities focused on access to productive resources and markets and to essential services

Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed

- Medium Term Strategy 5: Alleviate poverty, improve provision of basic needs and increase food security.
- Medium Term Strategy 7: Improve gender equality and support the disadvantaged and the vulnerable

Objective Three: All Solomon Islanders have access to quality health and education

- Medium Term Strategy 8: Ensure all Solomon Islanders have access to quality health care; combat communicable and non-communicable diseases
- Medium Term Strategy 9: Ensure all Solomon Islanders can access quality education and the nation's manpower needs are sustainably met

Objective Four: Unified nation with stable and effective governance and public order

- Medium Term Strategy 12: Efficient and effective public service with a sound corporate culture
- Medium Term Strategy 13: Reduce corruption and improve governance at national, provincial and community levels

Vanuatu National Sustainable Development Plan 2016 to 2030

Society Goal 2: An inclusive, equitable and quality education system with life-long learning for all

- SOC 2.1 Ensure every child, regardless of gender, location, educational needs or circumstances has access to the education system
- SOC 2.2 Build trust in the education system through improved performance management systems, teacher training, and the reliable delivery of quality services
- SOC 2.3 Formalise early childhood education and life-long learning opportunities within the education system

Society Goal 3: A healthy population that enjoys a high quality of physical, mental, spiritual and social well-being

- SOC 3.1 Ensure that the population of Vanuatu has equitable access to affordable, quality health care through the fair distribution of facilities that are suitably resourced and equipped
- SOC 3.2 Reduce the incidence of communicable and non-communicable diseases
- SOC 3.3 Promote healthy lifestyle choices and health seeking behavior to improve population health and well-being
- SOC 3.4 Build health sector management capacity and systems to ensure the effective and efficient delivery of quality services that are aligned with national directives

Society Goal 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, the elderly and vulnerable groups are supported, protected and promoted in our legislation and institutions

- SOC 4.1 Implement gender responsive planning and budgeting processes

Society Goal 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu

- SOC 6.4 Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services
- SOC 6.7 Guarantee the public's right to information
- SOC 6.8 Coordinate donor resources to align with national objectives
- SOC 6.9 Strengthen research, data and statistics for accountability and decision-making

Marshall Islands National Strategic Plan 2020-2030

Pillar 1: Social and Culture

- 6.1.1 Healthy lives and well-being for all ages.
- Strengthened planning and implementation of services.
- Strengthened management and administration of Human and Financial resources.
- 6.1.2 Education & Training: inclusive and equitable education and lifelong learning opportunities for all.
- 6.1.3 Social Justice and Inclusion: Equality, justice, and empowerment for all.

Pillar 3: Infrastructure

- 6.3.3 Water and Sanitation: Access to safe drinking water and sanitation systems for the economic, social development and well-being of all Marshallese.
- 6.3.5 Information and Communication Technology: Modern, efficient, resilient and affordable telecommunications network & services for greater social and economic prosperity.

Pillar 4: Economic Development

- 6.4.4 Trade, Investment & Tourism: Local economic and employment growth.
- 6.4.5 Financial Sector & Services: Enhance financial sector stability and improve financial services.

Pillar 5: Governance

- 6.5.1 Public Administration: Provide high quality, accountable and transparent services.
 - Operate an effective, ethical and accountable public service, local governments and related public agencies.
 - Enhance capacity of public servants and employees of public institutions, including in particular those in the outer islands
 - Strengthen oversight, alignment and coordination across and within the public service and related public agencies
 - Strengthen the connection and cooperation with civil society, private sector and outer islands
- 6.5.2. Public Financial Management: Sound and efficient public financial management.
 - Promote stable growth through responsible fiscal policy targeting stability in inflation.
 - Strengthen budget management and improve budget allocation for planned priorities.
 - Enhance SOE financial performance and service delivery.
 - Ensure public debt is sustainably managed and finances are directed towards projects with positive economic returns.
 - Improve government revenue generation.
 - Strengthen dialogue between national and local government and the private sector and enact a robust governance framework for effective partnership.
- 6.5.5. International Relations & Security: Protect and promote the national interests of the RMI regionally and internationally.
 - Enhance international relations and support for development.

Fiji National Development Plan 2017 to 2036

Fiji's 20-Year Development Plan consists of two prongs or approaches, with multiple priorities which are designated as:

- 1) Inclusive Socio-economic Development**
 - By 2036, fourfold Increase in GDP per Person
 - Government Debt to be Reduced to 35 Percent of GDP
 - Eradicating Poverty
 - Universal Access to Quality Education
 - High Quality Healthcare System
- 2) Transformational Strategic Thrusts"**
 - Nurturing New and Emerging Growth Sectors

6. Brief overview of the Theory of Change of the Joint programme

6.1 Summary:

The core Theory of Change (TOC) around an integrated SDG financing, planning and budgeting framework is that, if the governments are supported to 1) cost the SDGs, 2) develop domestic revenue mobilization strategies, 3) track the expenditures, and 4) introduce necessary policies and strategies for the creation of enabling environment for SDG-aligned investments and if governments are supported to bring these together within integrated financing strategies at the national level and for priority sectors, then it will support the mobilization of new resources for financing sustainable development priorities. The theory of change highlighted below encompasses multiple paths to change. Some of the core elements that are considered in the TOC include:

- Costing of specific priorities in National Development Plans and priorities
- Improved linkages between national plans and LDC graduation strategies, and the budgets, policies and external resources through which the necessary investments will be mobilized
- Private sector mapping and reporting on gender-responsive investments to accelerate the contribution of private financing to progress on the SDGs

Towards this end, a series of assumptions are being considered as follows:

- In line with the political commitment towards Addis Ababa Action Agenda, there is commitment across the relevant ministries and government actors in each of the countries put in place Integrated National financing Frameworks during and beyond the Joint Programme lifespan which will unlock financing for the SDGs
- National development strategies and budgets of the targeted countries are centered on poverty reduction and resilience and the 2030 agenda
- Civil society remains engaged in addressing gender and social inclusion issues and in promoting human rights and equitable development

7. Trans-boundary and/or regional issues

Small Island Developing States (SIDS) were recognized as a distinct group of developing countries facing specific social, economic and environmental vulnerabilities at Earth Summit, held in Brazil (1992). SIDS tend to confront similar constraints in their sustainable development efforts, such as a narrow resource base depriving them of the benefits of economies of scale; small domestic markets and heavy dependence on a few external and remote markets; high costs for energy, infrastructure, transportation, communication and servicing; long distances from export markets and to import resources; low and irregular international traffic volumes; little resilience to natural disasters; growing populations; high volatility of economic growth; limited opportunities for the private sector and a proportionately large reliance of their economies on their public sector; and fragile natural environments.

The United Nations has been assisting and extending cooperation to SIDS in their sustainable development efforts through the dedicated Programme of Action. In 2014, the international community met in Apia, Samoa for the third international conference on Small Island Developing States (SIDs) - the outcome of which was the SIDS Accelerated Modalities of Action Pathway, commonly known as the SAMOA Pathway.

The SAMOA Pathway features one of the Pacific region's sustainable development story regarding transboundary issues of climate change (and disaster risk management) and

oceans (including integrated oceans management), for which the Pacific strongly advocates the need for global action. Transnational crime is another transboundary issue that threatens SIDS and must be addressed regionally and globally.

Trans-boundary and/or regional priorities for PICT that are relevant to the Joint Programme are: (a) Climate change and disaster risk reduction; (b) Sustainable management and use of oceans; (c) Regional integration (trade, energy, ICT, transport); (c) Social inclusion and poverty alleviation; and (d) Integrated assessment and review of SDG progress (e.g. Voluntary National Reviews) and the SAMOA Pathway with an emphasis on enhancing data and statistics.

The following arrangements and resources are available at the regional and sub-regional levels in Asia-Pacific to address transboundary and/or regional issues: (a) regional and sub-regional platforms/ frameworks, for the development or strengthening of integrated financing Frameworks/Public Finance Management; (b) regional and sub-regional overviews of transboundary factors and trends and policy guides on public finance management; (c) methodologies and simulation tools, including those for identifying the furthest groups that are left behind and exploring multidimensional inequality; and (d) SDGs and SAMOA pathway progress assessment data and analysis.

One of the main aims of the United Nations Development System (UNDS) reform is to ensure coherent policy development by the United Nations (UN) at the regional level and coordinated delivery of support from the region to the national level in support of the Resident Coordinators (RCs) and United Nations Country Teams (UNCTs). The same would benefit RCs of Multi-Country Offices (MCOs) in helping harness UN regional assets, including both knowledge products and expertise to support multi country programming.

Mechanisms are already being put in place to help improve and increase access to regional assets by the RCs and MCOs, including: (i) establishing a knowledge management hub (including UN and other networks of expertise and knowledge products); (ii) enhancing transparency and results-based management, including presenting systemwide results and better engagement with Member States on region-specific issues at the regional and sub-regional levels to member states; and (iii) consolidating capacities around data and statistics.

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1. Problem Statement

Although the Pacific Island Countries are aligning their National Development Plans and Strategies with the Sustainable Development Goals indicators and integrating them into the national planning and monitoring frameworks, there is a growing recognition that the plans and strategies are not supported by a strategy articulating how the aspirations would be financed. In cases where such financing strategies are in place, they have often focused primarily on government finance without considering how government can influence the scale and nature of other resources - including private investments - in ways that support national sustainable development priorities. The heart of this proposal is to support improvements in the enabling environment as well as to build complementary and supplementary capacities in the targeted Pacific Island Countries for the development and implementation of integrated financing strategies.

In Fiji, the Voluntary National Review submitted to the High Level Political Forum in 2019 recommended strengthening the planning, coordination, and financial management systems while also improving the predictability of financial flows for the implementation of Fiji's five-year (2017-2021) plan and a twenty-year (2017-2036) vision to accelerate SDG achievements. However, Fiji's financing strategies are public-finance centric and do not give any consideration to the way the private finance is invested or its alignment with the national sustainable development objectives.

In Solomon Islands, the Development Finance Assessment has been completed and UNESCAP - in consultation with UNDP, RCO, DESA, and OHRLLS - delivered capacity-building support in 2019 with supplementary research publications on LDC graduation issues, which included financing impacts and opportunities. These recommendations point to stronger focus on integrating revenue flows tied closely to national and sector-planned priorities while exploring additional revenue mobilization opportunities and managing risks. The Solomon Islands is the only Pacific Island Country to have introduced a comprehensive financing strategy and is one of the first countries anywhere in the world to do so. It recently introduced the Solomon Islands Integrated Financing Framework (SIIFF) to support the delivery of the country's National Development Strategy (NDS). However, the NDS implementation oversight committee has indicated a need for further support and capacity building in order to fully operationalize the SIIFF.

In Vanuatu, National Strategic Development Plan 2016-2030 and the LDC Graduation Strategy (forthcoming prepared with support from ESCAP) provide a solid entry point for identifying actions to support improved delivery systems for better results. A VNR report (prepared with support from UNDP) presented by the Vanuatu government to the High-Level Political Forum (HLPF) in 2019 has identified several specific actions around national planning, financing, budgeting, and coordination system improvements. In summary, all these exercises have identified lack of integration between the revenue flows and the national and sectoral priorities as bottlenecks for accelerating progress on the SDGs

The Republic of Marshall Islands (RMI) is in the process of drafting and finalizing a new National Strategic Plan (NSP) 2020-2030. UNESCAP and UNDP have provided support to prepare a DFA and an Economic Policy Statement in 2019, mainly out of concern for the expiry of US Compact funding in 2023. In addition, UNESCAP provided advice on restructuring planning and financing functions for more effectiveness. However, lack of coordination and linkages to resourcing in planning and budgeting have been identified as major gaps in meeting the national development plans and SDG targets. RMI has no financing strategy to deliver on its long-term vision and its Medium-Term budgetary targets and investment framework is underutilized. There is also a gap in planning and budgeting for advancing child sensitive strategies, plans and programs, therefore, the focus will be on system strengthening to establish gender sensitive and child centered strategies, plans and programs to accelerate progress on the SDGs

1.1.2 Common INFF challenges that cuts across the Pacific

Although the interventions will be customized to the targeted country's specific context and build on UN's current support to the countries, some of the challenges that cut across the Pacific Island Countries that will be supported through the JP are highlighted below:

- Misalignment between the national plan and the budget
- Misalignment between national plan and the tax system (e.g. where equity / climate are not considered in the design of the tax system)
- Misalignment between the national plan and policies governing private sector development (e.g. if those policies are focused solely on economic objectives at the exclusion of aspirations for social and environmentally sustainable development progress articulated in the national plan)
- Inadequate identification and facilitation of private investment into profit-making opportunities in SDG-oriented sectors and poorer geographies
- Unaddressed trade-offs between different areas of financing policy (e.g. between industrialization and environmental policies, financial sector development and public debt policies, or tax incentives and revenue mobilization policies)
- Weaknesses in monitoring trends in public and private finance and their contribution toward national sustainable development priorities
- Inadequate collaboration across public and private actors to determine how to jointly implement the SDGs' priorities
- Lack of capacity for developing and implementing innovative financing instruments and its management (plethora of bonds, green, blue, diaspora, SDGs) as well as access to key partners/coalitions to kick off the process of such bonds' development and overall management
- Issues related to governance - including lack of coordination mechanisms - and accountability/transparency - where the dialogue around financing can be articulated around the SDGs' priorities within the NDP
- lack of awareness on who the private actors are: pension and insurance companies, private equity, sovereign wealth funds, venture capital, asset owners, investors, MDB, DFIs, etc.

It should be noted that whilst the potential impacts of COVID-19 are not yet fully understood in the four countries covered by this proposal, the Joint Programme will maintain flexibility to ensure that the priorities for financing the SDGs are articulated with a fuller understanding of the implications of COVID-19 as this develops. In addition, risk management will be integrated into the finance strategy to ensure that the future risks of pandemics and other exogenous shocks are better mitigated.

1.2 SDGs and targets

The Joint Programme will focus on the 2030 Agenda for Sustainable Development and include all 17 SDGs, building on the principle of "Leaving no one behind". The progress will be monitored against several SDG targets. However, in the context of the Pacific Island Countries, the targets for financing the SDGs will be measured through the overarching SDG Monitoring and Evaluation Frameworks that Governments have put in place while preparing their Voluntary National Review reports (VNR) to the High-Level Political Forum. However, broadly, the joint programme envisions to achieve following SDG targets:

Adequate and predictable financing the SDGs

- Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
- Mobilize additional financial resources for developing countries from multiple sources
- Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress

Capacity building to accelerate SDG achievement

- Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Addressing systemic issues for sustainable development

- Enhance global macroeconomic stability, including through policy coordination and policy coherence
- Enhance policy coherence for sustainable development

Additionally, depending upon integrated financing frameworks priorities and Public Financial management reviews, two groups of SDG targets are envisioned here:

Firstly, at the outcome level the INFF will ensure adaptation of the national systems and increased capacities amongst policy makers and targeted beneficiaries for designing and implementing evidence-based, integrated SDG financing frameworks. Often, this is aligned to a government's headline priorities as outlined in the national plans and strategies.

Secondly, the proposal will contribute to a number of SDG targets and indicators related to financing depending upon the targeted countries (Fiji, Vanuatu, Solomon Islands, and RMI) contexts. For example:

SDG 3 – Increased health financing in Vanuatu and Fiji

SDG 5 - Gender equality in Fiji, Solomon Islands, Vanuatu and the Republic of Marshall Islands

SDG 10 – Growth in Overseas Development Assistance (ODA) and other financing in line with national plans in Fiji, Solomon Islands, and Vanuatu

SDG 13 - Increased access to climate financing in RMI, SOI, Fiji, and Vanuatu

During the project initiation phase, the target baseline, the methodology for measurement of progress during its execution, as well as extrapolation of trends until the end of 2022 will be determined. The gender equality information, progress on international commitments, and gender-responsive budgeting will be highlighted through Voluntary National Reviews

(VNR) and reporting to the High-Level Political Forum in New York, which are prepared with the technical support from the UN agencies along with the Council of Regional Organizations periodically following every two- to four-year cycle.

The list below holds the SDG targets that the Joint Programme will contribute to directly:

SDG targets on which the progress will be accelerated (includes targets from a range of SDGs and development pillars):

- **SDG1:** 1.1, 1.2, **1.3**, 1.4, 1.5, 1a
- **SDG4:** 4.1, **4.2**, 4.3, 4.4, 4a
- **SDG5:** 5.1, 5.2, 5.3, **5.4**, 5.5, 5.6, 5c
- **SDG8:** 8.1, 8.3, **8.5**, 8.6, 8.8, 8.10, 8a
- **SDG9:** 9.3
- **SDG13:** **13.1**, 13.2, 13.3, 13a-13b
- **SDG16:** **16.6**, 16.7
- **SDG17:** **17.1**-17.19

(Note: Bold entries indicate direct or mainstreamed impact. Non-bold entries indicate synergetic impact.)

1.3 Stakeholder mapping

The robustness of the public financial management system in Fiji, Marshall Islands, Solomon Islands, and Vanuatu depends on the quality of the national and subnational consultations and the participation of the wide range of stakeholders during its design and performance monitoring to secure ownership, integrity, and sustainability. In the administration of the public financial management systems, governments engage the civil society to build consensus around issues encompassing social services, public outreach, and access to information. The main objective is to ensure that the decisions are made in an inclusive, transparent, and participatory manner adequately addressing the wide range of needs that the poor and other marginalized people often experience.

Ministries of Finance, Economy, and National Planning in coordination with Revenue and Customs Authorities or equivalent: Government ministries will be the key partner in implementation of the joint programme. These ministries are responsible for national planning, formulation of national development agenda, allocation of resources, planning and budgeting, revenue generation, management, and spending. The Ministries have shown interested in costing of national priorities as well as establishing governance structures for financing the SDGs.

Local/Provincial/Sub-national Government: Participation of local government is critical as countries are planning to implement the decentralization of government services. The JP will enable capacity-building and enhance governance and costing of sub-national plans/needs, as appropriate.

International Financial Institutions: The World Bank, ADB, IMF, and the Pacific Financial Technical Assistance Centre are key stakeholders in the area of public financial management and governance. Multiple PFM projects are currently being undertaken in selected countries. These include the World Bank/ADB project on the review of FMIS in Marshall Islands and the development of new chart of accounts, World Bank technical assistance to strengthen to health sector financing, and IMF/PFTAC tax reform initiatives in Vanuatu and Solomon Islands.

Development Partners: E.U, DFAT, MFAT

Private Sector: Chamber of Commerce, Commercial and Development Banks

Relevant regional organizations: Council of Regional Organizations in the Pacific (Pacific Island Forum, South Pacific Community), Oceania Customs Organization, and Pacific Islands Tax Administrators Association

Other partners: Civil Society Organizations, On-Government Organizations, Academics, Faith-Based Organizations, and Community-Based Organizations

The matrix below identifies key stakeholders in Fiji, Marshall Islands, Solomon Islands and in Vanuatu to support the implementation and coordination of the Joint Programme (JP). The stakeholder analysis informs the approach to partnerships drawing on institutional mandates, areas of interests, and assigned role of each stakeholder in the pursuit of the JP.

Countries	Lead Government Ministry	Other line ministries	Statistics	Sub-national level Government	Regional organization	Development partners	IFI's	Private Sector	Academics	CSO	NGO	FBO/Community
Fiji	Ministry of Economy	Key social, economic and infrastructure MDA	FBOS	Local Government/Ci by Councils	Council of Regional Organizations in the Pacific, Oceania Customs Organization, and Pacific Islands Tax Administrators Association.	DFAT; MFAT; EU	IMF- PFTAC; World Bank; Asian Development Bank	Chamber of Commerce; Commercial Banks and Fiji Development Bank; Fiji National Provident Fund	University of the South Pacific, Fiji National University, University of Fiji	SPC; PIFS; PIANGO, the Pacific Islands Association of NGOs	Fiji Council of Social Services - FCOSS	Churches/Women's Group/ Youth groups and councils
Solomon Islands	Ministry of Finance and Treasury	MDPAC; Key social, economic and infrastructure MDA	SINSO	Provincial Government/Ci by councils	Council of Regional Organizations in the Pacific, Oceania Customs Organization, and Pacific Islands Tax Administrators Association.	DFAT; MFAT; EU	IMF- PFTAC; World Bank; Asian Development Bank	Chamber of Commerce; Commercial Banks and Development Bank; SI National Provident Fund	University of the South Pacific, Solomon Islands University	SPC; PIFS; PIANGO, the Pacific Islands Association of NGOs	Development Service Exchange - DSE	Churches/Women's Group/ Youth groups and councils
Vanuatu	Ministry of Finance and Economic Development	Key social, economic and infrastructure MDA	VNSO	Provincial Government	Council of Regional Organizations in the Pacific, Oceania Customs Organization, and Pacific Islands Tax Administrators Association.	DFAT; MFAT; EU	IMF- PFTAC; World Bank; Asian Development Bank	Chamber of Commerce; Commercial Banks and Development Bank; Vanuatu National Provident Fund	University of the South Pacific, Vanuatu Nursing college	SPC; PIFS; PIANGO, the Pacific Islands Association of NGOs	Vanuatu Association of NGOs (VANAGO)	Churches/Women's Group/ Youth groups and councils
Marshall Islands	Ministry of Finance and Treasury	Key social, economic and infrastructure MDA	EPPSO	Island Councils	Council of Regional Organizations in the Pacific, Oceania Customs Organization, and Pacific Islands Tax Administrators Association.	DFAT; MFAT; EU; USAID	IMF- PFTAC; World Bank; Asian Development Bank	Chamber of Commerce; Commercial Banks and Development Bank; RMI Provident Fund	University of the South Pacific	SPC; PIFS; PIANGO, the Pacific Islands Association of NGOs	Marshall Islands Council of NGOs - MICNGOS	Churches/Women's Group/ Youth groups and councils

2. Programme Strategy

2.1. Overall strategy

The approach to be applied across the four countries has a common strategy at its core, although it will be adapted in each country given the context and work that is already underway. Overall, the JP aims to support countries to formulate and operationalize SDG and national plan-aligned financing strategies, strengthen the costing of SDG-related strategies, enhance budgeting for the SDGs through initiatives such as budget tagging systems, enhance the monitoring and management of SDG-related spending, and support more SDG-aligned private sector financing. Private sector mapping, SDG tracking, and reporting and gender equality seal activities will be undertaken in Fiji, Vanuatu, RMI and the Solomon Islands. For the first time, the private sector SDG private sector tracking exercise will enable the government to track and monitor private sector contributions to the national development plans and strategies enabling opportunities to bring about transformational changes through public private community partnerships. The joint programme will also mainstream gender equality and empowerment of women across all output areas in line with SDG priorities. Since availability of resources (or lack thereof) is a perennial challenge to the credibility of national plans. Through the development of holistic Integrated National Financing Frameworks (INFF), this JP will assist the countries in addressing the above-mentioned challenges and contribute to accelerating progress on achieving the SDGs. A comparative strength of the UN in the Pacific is consistent application of multidisciplinary and integrated approaches to sustainable development. For example: In Fiji, UNDP will specifically look into broadening the dialogue around finance while also putting in place systems and processes that support mid-term review of the National Development Plan and that ensure transparency, accountability, and participation are integrated throughout. UNICEF will conduct a Public Expenditure Review for the education sector and will support the formulation of National Youth Policy 2020-2025, which will be costed and tied to an implementation plan and M&E framework. UNESCAP will support specific capacity-building aspects of the updated Public Financial Management Improvement Plan in partnership with IMF/PFTAC as well as strengthen the monitoring and evaluation systems of the National Development Plan. In Vanuatu, UNDP will support the Government of Vanuatu to conduct a Development Finance Assessment (DFA) that will help identify additional measures to improve resource flows and finance the national development plans and priorities. UNICEF will support Public Expenditure Review (PER) for the health sector in 2020 in partnership with the World Bank. It will also conduct education sector analysis and help the country to develop a costed action plan for implementation. In 2020/2021, UNESCAP will improve technical coherence across LDC and national development plan, and costing of specific priorities in national development plan and LDC graduation strategy and support specific capacity-building aspects of revenue reforms in partnership with IMF/PFTAC. In Solomon Islands, UNDP has completed the DFA and will support implementation of the Solomon Islands Integrated Financing Framework to accelerate achievement under the Solomon Islands National Strategic Development Strategy 2016-2035. UNICEF will undertake public expenditure analysis for early childhood development in Guadalcanal Province. It will also support the formulation of National Children Policy 2020-2025, with a costed action/implementation plan and M&E framework. UNESCAP will support preparation of Voluntary National Reviews, and specific capacity-building aspects of revenue reforms linked to the forthcoming Medium-Term Revenue Strategy in partnership with IMF/PFTAC. In the Republic Of Marshall Islands, a DFA has been completed and UNDP is supporting the development of the National Strategic Plan (2020-2030) with specific input from UNESCAP, and support for implementation coordination and linkages to resourcing the NSP is expected. UNICEF will review PFM reforms to identify early childhood development tracking within the chart of accounts; and planning to support the costing exercise of the new National Development Plan/Strategy 2020-2030. The measures proposed in the JP are recognized and aligned with the funding to financing strategy of the UN through the UN joint

programme guiding document (<https://unsdg.un.org/resources/funding-financing-undaf-companion-guidance>). This additionally supports the financing strategy of the UNDAF as well as relevant CPDs of the UN System agencies. The delivery of programmed activities in each country will be led by a government oversight team which will be embedded within an appropriate existing mechanism (such as the body responsible for delivering the SDGs, for linking planning and budgeting, or for oversight of financing) where such a mechanism exists. For example:

In the Solomon Islands, the joint programme will be supporting capacity-building in government in a way that will be self-sustaining, in support to and under the leadership of the National Development Strategy Implementation Oversight Committee. The idea is to embed the planned changes around the SIIF or strengthen monitoring of financing within the existing structures, such as through ADB's "Improving Pacific Public Financial Management Facility" project and the E.U.'s public finance support project. **In Fiji**, In Fiji, UNDP will work closely with the Ministry of Economy and will be supporting the mid-term review of the National Development Plan and strengthening the monitoring and evaluation frameworks built on IMF/PFTAC public finance reform roadmap.

In Vanuatu, building on the LDC graduation and Voluntary National Reviews of 2019 lead by UNESCAP, UNDP and UNESCAP in close coordination with the Office of the Prime Minister and Planning will support the government in conducting the Development Finance Assessment while also implementing actions around national planning, financing, and budgeting through the improved aid coordination system with IMF/PFTAC-led public finance business processes and tax reform initiative.

In RMI, in close coordination with the Office of the Chief Secretary, Ministry of Finance, the World Bank, and ADB, the JP will focus on the costing of the National Development Plan, review the RMI Government Financial Management System, and support the formulation of the new chart of accounts with UNICEF in the lead. This work will build on the multisectoral early childhood development project, which UNICEF is doing with the World Bank and the Office of the Chief Secretary. Building on UN's current work, examples of the expected situation after the joint programme could be forecasted as follows:

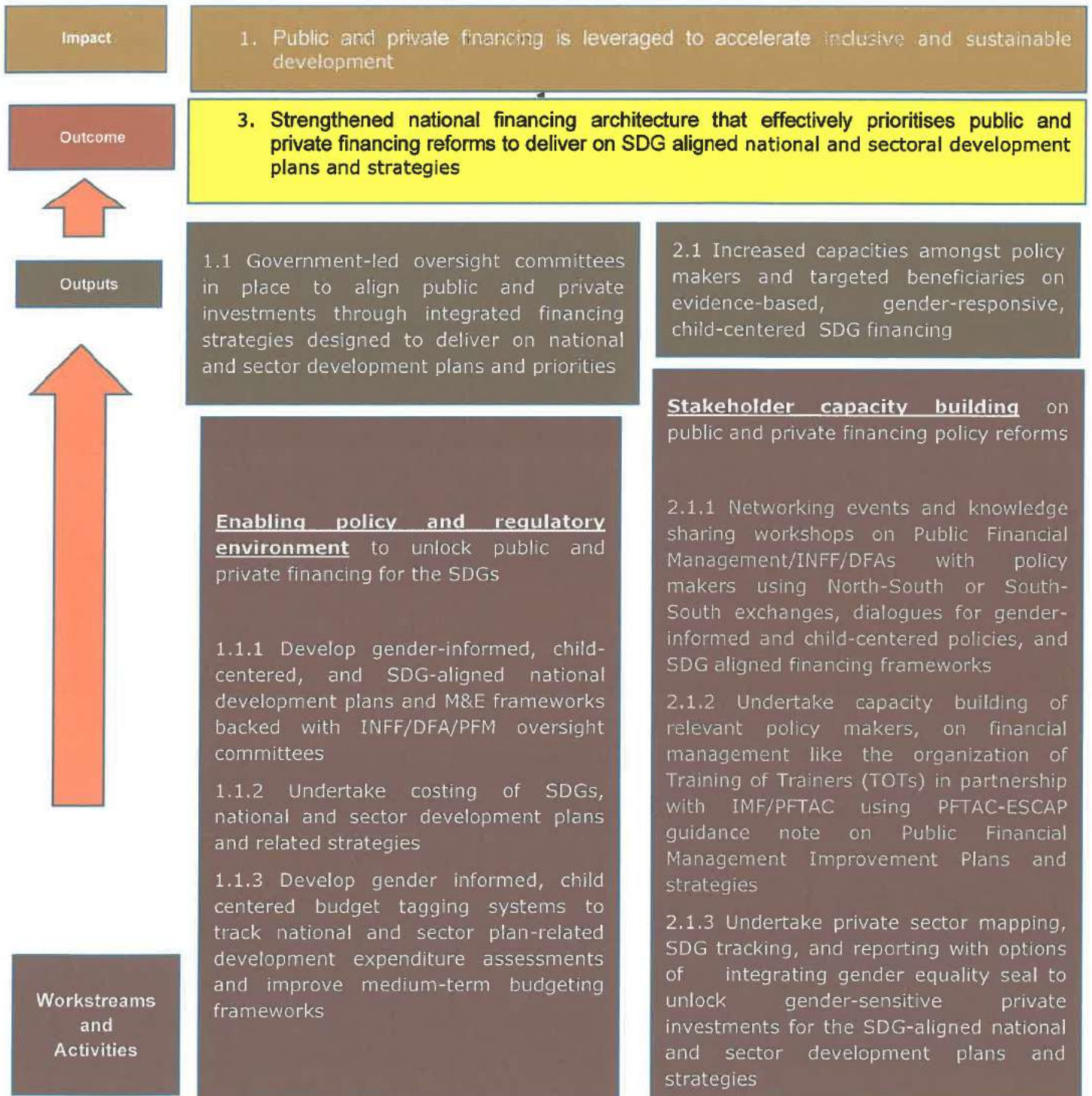
- In Vanuatu, the Government of Vanuatu will have taken stock of the current financing situation and adopted an SDG financing strategy to meet the 2030 agenda and LDC graduation
- The governments of Fiji and Solomon Islands will have introduced policies, reforms, and legislative frameworks for INFF and strengthened national development plans and SDG-aligned M&E frameworks
- Fiji and Solomon Islands will have ensured prioritization and alignment between national planning and budgeting with regular SDG Voluntary National Reviews and a presentation at the High-Level Political Forum
- All the targeted countries (Fiji, Vanuatu, Solomon Islands, and RMI) will have built strong information systems and oversight committees supported by public-private partnerships and a financial sustainability roadmap for financing the national development plans and the SDGs
- All the countries (Fiji, Vanuatu, Solomon Islands, and RMI) will have deepened Public Financial Management work through diversified sources of financing through greater cooperation with regional partners, multilateral agencies, IFIs, bilateral partners and private sector corporations and unlocked additional financing for the SDGs



2.2 Theory of Change

The core theory of change is that if the governments are supported to develop a broader approach to financing national development, which brings together the policies that govern public and private finance in a more holistic framework, then opportunities to mobilize new resources to enhance the impact of financing will be identified and consensus around priority steps built to support the mobilization of new resources and the impact of financing the sustainable development outcomes will be enhanced.

Theory of Change



Fiji

The summary of TOC

If the government of Fiji is supported to complete a process of reviewing its national development plan and key sector strategies based on a series of public-private dialogues, and if it is able to strengthen the monitoring of these plans with gender responsive monitoring and evaluation frameworks, strengthen the financing by developing mechanisms including a public-private partnership framework, and strengthen the regulatory framework in which public and private resources are invested to promote alignment with national plan objectives, then it will be able to more effectively mobilize resources to address financing gaps and realize the objectives of national and sectoral development plan.

Assumptions

The assumption is that the government will continue to coordinate and bring together relevant stakeholders to strengthen existing UN- and IFI-supported SDG and public finance reform oversight committees. The government will also remain open to broadening the constituencies for inclusive public, private, and CSO dialogues while conducting the mid-term review of the Fiji National Development Plan with accompanying gender responsive M&E frameworks. Without the appropriate coordination and inclusive governance mechanism for the INFF oversight function, it will be difficult to bring about necessary regulatory reforms and to agree on the capacity-building trajectory capable of unleashing adequate and predictable financing or funding for the national and sectoral development plans and priorities to accelerate SDG achievement.

Solomon Islands

The summary of TOC

If the government of Solomon Islands is supported in implementing the Solomon Islands Financing Frameworks generating relevant evidence to inform gender-responsive, child-centered public budgeting and spending and channel public and private funds towards SDG financing. And if the government develops inclusive financial architecture that is adapted to the financing of the priority SDGs, then the Solomon Islands will leverage additional financing to accelerate SDG achievement.

Assumptions

The assumption is that the Government of the Solomon Islands will continue to follow the INFF/SIFF recommended pathways while implementing the National Development Strategy 2016-2035. There will also be continued, strengthened implementation of the Solomon Islands Integrated Financing Framework with stronger processes in place for monitoring public and private finance relative to the NDS and for engaging with key non-state stakeholders on financing issues to unlock financing for the national and sectoral development plans and priorities.

Vanuatu

The summary of TOC

If the Government of Vanuatu is able to adopt gender-responsive analytical frameworks such as the Development Finance Assessments for SDG alignment and financing *and* the capacities of the stakeholders are enhanced in public and private financing and investment tracking and reporting, then Vanuatu will be able to meet the LDC graduation agenda and be on track towards achieving the targets by 2030.

Assumptions

In line with the UN-supported Vanuatu National Strategic Development Plan 2016-2030 and the LDC Graduation Strategy (forthcoming prepared with support from ESCAP), the Government of Vanuatu will remain committed to conducting the Development Finance Assessment - enabling articulation and operationalization of financing strategies with

identified priority actions for improving delivery systems and results to meet the LDC graduation and 2030 agenda.

RMI

The summary of TOC

If the RMI government is supported in devising comprehensive, structured, measurable, and costed financing strategy for its national development plans and strategies with strengthened stakeholder capacities in public financial management, gender-responsive public and private financing and investment tracking and reporting systems, then this will strengthen the national budget formation and increase the chances of getting financing plans funded.

The assumptions

There will be timely adoption of the UNDP-supported National Development Plan by the RMI parliament, and the government continues to remain committed to implementation of the Development Finance Assessment recommendations along with a costed national development plan backed with adequate national capacities on SDG financing to establish gender-responsive public and private financing and investment tracking and reporting systems capable of generating evidence-based information for attracting funds and financing the national and sectoral development plans and priorities.

2.3 Expected results by outcome and outputs

Outcome 1. Public and private financing prioritized and leveraged to accelerate SDG achievement mainly through strengthened enabling conditions and strengthened national capacities

- Output 1.1. Government-led oversight in place to align public and private investments to deliver on the national and sector development plans and priorities
 - 1.1.1 Develop gender-informed, child-centered, and SDG-aligned national development plans and M&E frameworks backed with INFF/DFA/PFM oversight committees
 - 1.1.2 Undertake costing of SDGs, national and sector development plans, and related strategies
 - 1.1.3 Develop gender-informed, child-centered budget tagging systems to track national and sector plan-related development expenditure assessments and improve medium term budgeting frameworks
- Output 2.1. Increased capacities amongst policy makers and targeted beneficiaries on evidence-based, gender-responsive, and child centered SDG financing to deliver on SDG aligned national and sectoral development plans and strategies
 - 2.1.1 Networking and knowledge sharing on Public Financial Management/INFF/DFAs with policy makers using North-South or South-South exchanges, dialogues for gender-informed and child-centered policies, and SDG-aligned frameworks
 - 2.1.2 Undertake capacity-building of relevant policymakers, on financial management, such as the organization of Training of Trainers (TOTs) in partnership with IMF/PFTAC using the PFTAC-ESCAP guidance note on Public Financial Management Improvement Plans and strategies

2.1.3 Undertake private sector mapping, SDG tracking, and reporting with options of integrating the gender equality seal to unlock gender-sensitive private investments for the SDG-aligned national and sector development plans and strategies

2.3 Expected results and impact

In the next 24 months, with the support from the joint programme, the governments in Fiji, Vanuatu, Solomon Islands, and RMI will have strengthened their architecture and capacity to finance their national plans and priorities and achieved targeted outcomes. In Fiji government will have strengthened monitoring and evaluation systems and costing of specific priorities in national development plans, resulting in improved linkages between plans and budgets and external resources as identified in Fiji's Voluntary National Review submitted to the HLPF in 2019. Private sector mapping exercise has been initiated and SDG mapping and reporting systems will be in place for the companies interested in aligning their work with national development plans and strategies and the SDGs. In Vanuatu, through improved delivery of systems and results, the joint programme will have strengthened the government's systems and capacity to implement the Vanuatu National Strategic Development Plan 2016-2030 and the LDC Graduation Strategy. In Vanuatu, UNDP is supporting establishment of a business incubation lab and a coworking space (VLab) with the technical assistance from the JP, the VLab will have supported at least sixty business startups and assisted Micro Small and Medium Enterprises and the private sector companies to align themselves with the Vanuatu National Development plans and SDG priorities. The Chamber of Commerce has accessed Global Climate Fund (GCF) funding through the ADB led private sector window, which will have enabled the private sector to develop disaster related business continuity planning and built private sector's resilience to tackle the recurrent climate related natural disasters. In the Solomon Islands, the NDSIOC will be better equipped to coordinate public and private financing policies across government. They will have stronger processes in place for monitoring public and private finance relative to the NDS and for engaging with key non-state stakeholders on financing issues. UNICEF will have supported the administration of Guadalcanal Province to be better informed and equipped to manage their spending and investment in Early Childhood Development (ECD) with a costed action/implementation plan and M&E framework which will enable the government to improve the ECD indicators. Additionally, UNDP has mapped the private sector landscape and will have scaled up private sector sustainability mapping and SDG reporting, while also aligning the contributions of the private sector with the Solomon Islands National Development Plans and priorities. Stronger linkages between the National Development Plan and the LDC Graduation Strategy, combined with composite monitoring and reporting mechanisms, will lead to more coherent and accountable implementation efforts. In RMI, the government will have operationalized SDG financing frameworks, and be better prepared to exploit additional revenue opportunities. Additionally, UNICEF support in the costing of new National Development Plan 2020-2030 will have enabled the government to identify SDG financing gaps and priorities to finance the national and sectoral development plans and priorities. Private sector mapping exercise will have informed the government on areas of cooperation with the private sector.

Since the gender indicators are mainstreamed across the outputs with special attention to gender-responsive child-centered planning and budgeting, this will contribute greatly in the achievement of the SDG 5 (gender equality) targets mainly in health and education sectors. After 24 months, the selected countries will make direct progress towards SDG 17.1 and 17.3 as countries will have costed national development priorities and a comprehensive action plan on how best to mobilize and leverage scarce resources to achieve agenda 2030 as the selected Small Island Developing States (SIDs) are also prone to climate change and natural disasters. The joint programme will have supported progress toward various sector-

level SDGs in relation to health and education (Vanuatu), early childhood development (Solomon Islands), and youth development (Fiji).

2.4 Budget and value for money

A budget of USD 999,380 from the Joint Fund is proposed to support the policy and institutional reforms and capacity development of key policy makers and stakeholders on SDG financing in Fiji, Solomon Islands, Vanuatu and Republic of Marshall Islands. Resources from the joint fund will enable support for the governments in each of the four countries to build more integrated approaches to financing that prioritize reforms across the governance of public and private financing policy. Additionally, taking into account the data of 31st July 2018 and the female population in each country accounts for the following percent of total populations. In RMI 48.8%, in FIJI 49.1%, in SOL 49.2% and in VAN 48.9%. Bearing in mind, that 50% of the population is female, the gender equality and the empowerment of women will be visibly mainstreamed across all output areas in line with SDG 5 priorities to improve gender equality indicators in the targeted countries. The development of the national SDG financing strategies will specifically aim to:

- Reduce the gender gaps in the existing financing system, including amongst the hardest to reach / poorest women with intersecting risks and vulnerabilities – those with a disability and/or who are facing high levels of poverty and vulnerability to climate risks,
- Address gender inequalities in the care economy through the provision of gender empowerment and participation, including persons with disability and children (typically girls), and participatory consultations will be held at all levels and with a wide range of stakeholders, including civil society actors representing women, youth, and people with disabilities.

The program also proposes a gender-responsive budget considering the current demographic, political, social, and economic landscape in the Pacific Island Countries. The Gender Equality and Women Empowerment (GEWE) initiatives envisaged in this proposal is expected to absorb between 48-50% of the funds for a variety of initiatives, including mainstreaming gender in SDG financing based on life-cycle contingencies, setting up of gender markers, producing participatory gender equality seals and audits, implementing gender-sensitive analysis and national plans, engendering budgets, promoting livelihood opportunities through innovative initiatives (e.g. cultural activities and social work), assisting governments to comply with requirements of CEDAW, and encouraging political participation along with improved access to education and health services. The strengthening of links between the planning and finance policy functions of the state for a more holistic, integrated approach to financing. This will enable the stakeholders to identify opportunities and ways to overcome challenges in mobilizing and enhancing the impact of public and private finance for sustainable development outcomes, ensuring long-term financial sustainability after the end of the joint programme. Through the INFF initiative, one concrete entry will be the SDG budgeting. This proposal aims to go beyond gender budgeting; rather, the ambition is to anchor the SDGs into the budgetary systems/process like public budget reviews, while also ensuring SDGs' targets are part of the COA of the public budget. The proposal also aims to support the private sector with mainstreaming gender through introduction of a system of a gender equality seal (gender branding and measurement system) in its private sector-related work, which UNDP is currently pioneering successfully in several countries along with SDG-aligned frameworks for the issuance of bonds or monitoring business practices. UNDP, UN ESCAP, and UNICEF already have programs in Fiji, Vanuatu, Solomon Islands, and RMI to support SDG localization and SDG

financing encompassing Development Finance Assessments and Public Financial Management engaging other development partners - such as the IMF/Pacific Financial Technical Assistance Center (PFTAC) and UNICEF's Public Finance for Children (PF4C) - that are supporting public finance management in the targeted countries. Additionally, there are several climate finance projects like climate budget reform or BIOFIN that the joint programme will tap into to leverage co-financing.

2.5 Partnerships and stakeholder engagement

The JP will utilize the existing SDG planning and monitoring committee at the national level or establish a technical committee to coordinate and implement this joint programme. The technical committee will be chaired by the Ministry of Finance or the Ministry of Planning and will complement existing efforts of the government to strengthen the planning and budgeting for SDG and national development plans and priorities. The UN RC together with the UN ESCAP will lead the political engagement. UNDP, together with PUNO, will lead the technical engagement at the Minister of Finance and/or Planning level to bring together the support of other partners as needed. There have been efforts to strengthen public financial management systems in the Pacific. Establishment of IMF/Pacific Financial Technical Assistance Centre (PFTAC) is one example where all the development partners and the financial institutions are contributing and work in partnership to strengthen the Public Financial Management capacities across the Pacific. Often the support arrangements involve the negotiation of a "policy matrix" with the authorities, i.e. financial support is extended around commonly-agreed policy actions or incentive systems are agreed upon to guide the planning and budgeting of the national plans and strategies or to guide the sectoral reforms for positive development outcomes. This has been considered a useful approach since it provides for flexible funding into the government budget and encourages an open dialogue focused on policy issues rather than on activities and projects. Fiji, the work builds on IMF-Pacific Financial Technical Assistance Center (PFTAC) initiated Public Expenditure and Financial Accountability assessments and in 2020/2021, UNESCAP and IMF/PFTAC will collaborate to strengthen the following:

- Update appropriate aspects of the Public Financial Management Improvement Plan; and
- Review presumptive taxes, mining provisions, life insurance, transfer pricing, tax treaties and acts and regulations

In Vanuatu, the plan is to support tax reform and to finance and treasury business processes. In the Solomon Islands, UN agencies will cooperate with IMF/PFTAC to design a Medium-Term Revenue Strategy to identify joint entry points for specific reform actions. In the Republic of Marshall Islands, UNESCAP with the funding from the JP, in partnership with existing efforts of PFTAC, will support the review of the Revenue Compliance Improvement Strategy, building on PEFA assessments and a PFM reform roadmap which has already been prepared with PFTAC support. Furthermore, UNESCAP with the support from the joint programme will help the Government of RMI to implement the recommendations from the World Bank Group-led Public Expenditure Review in 2019, which has identified several areas of work to be implemented in short-medium term, including:

- Finalize and implement the Long-Term Fiscal Strategy.
- Finalize and implement the Medium-Term Debt Strategy.

UNICEF works in partnership with the World Bank, IMF, development partners, UN Agencies, NGO and CSO in respective countries and engages in joint resource mobilization activities to support the social sectors while also measuring and monitoring progress towards the SDGs.

In RMI, with the support from the JP, will enable UNICEF to deepen its collaboration with the World Bank on the US\$ 12 million Early Childhood Development programme. Building on the PFM project implemented by ADB and World Bank on child centered and gender sensitive budgeting and analysis it will work towards health and education system strengthening by supporting the government to devise child sensitive strategies, plans and programming. In Fiji, Solomon Islands and Vanuatu, UNICEF is working with the World Bank on expenditure review and analysis for social sectors. The findings and recommendation from the expenditure reviews will serve as a baseline for undertaking child sensitive budget analysis, expenditure tracking, implementing budgeting tagging system and resource mobilization for future programming. Similarly, the work of UNICEF in the education sector in Fiji and in the health sector in Vanuatu complements the Public Expenditure Reviews conducted by the World Bank Group. These partnerships will not only be valuable in ensuring a coordinated, effective, and efficient systems and processes for prioritization and mobilization of resources and capacities for SDG financing but also in accelerating progress on SDG achievements in sectors such as health and education. Since the proposal is building on the UN's current work on Public Financial Management, UNESCAP and UNICEF are already working closely with the multilateral banks to ensure PFM activities are complementary. In RMI, the World Bank/ADB-funded project is reviewing the government's whole Financial Management Information System (FMIS) including charter of accounts. This is coordinated and linked well with the World Bank's Early Childhood Development (ECD) funding to strengthen planning and budgeting as well as to improve delivery of basic services. In the Solomon Islands and Vanuatu, there is an existing Public Financial Management (PFM) programme funded by ADB from 2019-2024 for 3 countries (Nauru, Solomon, and Vanuatu). UNDP with funding from E.U EDF 11 is providing floating budget support. The World Bank has a strong presence in these countries and is providing technical assistance to strengthen Public Finance Management (PFM), Medium-Term Budgeting Frameworks (MTBF), and Medium-Term Expenditure Frameworks. Lastly, UNDP has signed Memorandums of Understanding (MOUs) with several regional international commercial banks (e.g. ANZ, Westpac, and Bank of South Pacific), several private sector companies, and impact investment platforms (Start Some Good, YHER, Fiji Enterprise Engine, etc.) in Fiji, Vanuatu, and Solomon Islands that are committed to and are financing SDGs that advance progress for women, youth, and people with disabilities in the Pacific. The targeted countries will be supported to leverage existing or fit-for-purpose coordination mechanisms that create enabling environment frameworks bringing in the expertise of the World Bank Group (WBG) and the International Monetary Fund (IMF). These expert organizations will be integrating their recommendations as part of the broader SDG financing strategy and building UNPS coherence in the UN's joint support to governments. The joint programme will also capitalize on the technical inputs of PUNOs (UNDP, UNESCAP, and UNICEF). UNDP will mobilize the global and regional expertise from the UNDP Finance sector hub to provide technical advice and support throughout the process. This is also connected with the Global Policy Network (GPN) approach of UNDP country offices sharing their current solutions and scaling them up (adapting them to country context). There is an interest and opportunity to build on UNDP's global E.U. partnership to further deepen the engagement of the funding partners of the Joint SDG Fund.

3. Programme implementation

At the country level, UNDP jointly with the participating UN agencies (UNESCAP/UNICEF) will build on ongoing initiatives and find effective ways to leverage existing national systems to avoid piecemeal approaches of multiple agencies as the capacities for coordination across the targeted countries are limited. At the minimum, national systems and capacities will determine final form of governance arrangements, with implementation anchored strongly into SDG planning and PFM/budgeting systems. In some cases, the Integrated National Financing Frameworks (INFF) oversight committees will be established and will be anchored

under relevant Ministries (e.g. Planning, Finance, or selected sectoral Ministries such as health and education). However, proposed key roles/functions will be based on the agreed Terms of References for the key members of the oversight committee in ways that complement the IMF/World Bank's current engagements.

3.1 Governance and implementation arrangements (max 3 pages)

The joint programme will be implemented under the leadership of the UN Resident Coordinator (RC). UNDP will be the lead agency for the joint programme. At UNCT level, the RC will chair the Joint Programme Reference Group. At country level, UNDP will either utilize the existing SDG planning and monitoring committee or establish a technical committee to coordinate and implement this joint programme. The technical committee will be chaired by either Ministry of Finance or Ministry of Planning and co-chaired by UNDP. The technical committee will also have representation from participating UN agencies (UNESCAP and UNICEF), the private sector, CSOs, and development partners.

The role of the Joint Programme Reference Group (JPRG) will be to approve country workplans and validate progress reports and results against the Joint Country Action Plans. The role of the technical committee will be to prepare annual work plans, implement and monitor activities, and prepare the progress reports.

The joint programme will collaborate and compliment current efforts of the government. At the request of respective governments, UNDP conducted Development Finance Assessments in Fiji, RMI, and the Solomon Islands. The Government of Vanuatu has requested technical support on the Development Finance Assessment (DFA). In this context, the joint programme was extensively discussed with the government partners on various occasions and platforms as this program is linked to the national development agenda to improve governance and to implement localized SDGs.

The joint programme results are listed as outputs of the localized SDGs. Hence, it will enable government to efficiently allocate limited resources towards improving the effectiveness of the programs. Furthermore, the joint program will also identify additional/new funding sources to unlock financing for national development agenda.

In the Solomon Islands, This cross-governmental body, which holds responsibility for implementing the national development strategy, will continue to play a leading role in the follow-up work supported through the joint programme.

In Fiji, UNDP will work closely with the Ministry of Economy, support mid-term review of the national development plan, and strengthen the monitoring and evaluation frameworks building on the IMF/PFTAC public finance reform roadmap.

In Vanuatu, UNDP with the Office of the Prime Minister and Planning will support the government to conduct the Development Finance Assessment while also implementing actions around national planning, financing, and budgeting through an improved aid coordination system jointly with IMF/PFTAC public finance business processes and tax reform initiative.

In RMI, with the Office of the Chief Secretary, Ministry of Finance, the World Bank, and ADB, the JP will focus on the costing of the national development plan and review RMI Government Financial Management System.

The joint programme will strengthen partnership and build synergies within UNCT and Government. The JP will serve as an excellent platform for agencies to collaboratively leverage larger pool of resources/technical expertise to accelerate SDGs.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat. The funding for the monitoring, reporting and evaluation will be covered through the PUNO contributions to the JP.

- Annual narrative progress reports, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- Mid-term progress review report to be submitted halfway through the implementation of Joint Programme¹; and
- Final consolidated narrative report, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme with the involvement of Joint SDG Fund Secretariat, to which it must submit data and information when requested. As a minimum, joint programmes will prepare and submit to the Joint SDG Fund Secretariat 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, and blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Additionally, The joint programme will allocate resources for monitoring and evaluation by the lead agency in the budget and will prepare a comprehensive planning, monitoring and evaluation plan along with the roles and responsibilities of each agency during the initiation phase of the JP.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing and external sources of funding) for the activities supported by the Fund, including in-kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures as well as consolidate the financial reports as follows:

¹ This will be the basis for release of funding for the second year of implementation.

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, independent and gender-responsive² evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of the PUNOs.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives, and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

² [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports, and publications provided to the press or Fund beneficiaries will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

Country	UNDP	UNESCAP	UNICEF
Fiji	Standard Basic Assistance Agreement (SBAA), 25 th Feb 2019	N/A	Basic Cooperation Agreement (BCA), 8 October 1972
Solomon Islands	Standard Basic Assistance Agreement (SBAA), 28 June 1963	N/A	Basic Cooperation Agreement (BCA), 27 May July 2004
Vanuatu	Standard Basic Assistance Agreement (SBAA), September 2008	N/A	Basic Cooperation Agreement (BCA), 24 January 1994
RMI	Standard Basic Assistance Agreement (SBAA), 28 June 1963	N/A	Basic Cooperation Agreement (BCA), 6 September 2004

D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

Annex 1. List of Related Initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Solomon Islands: INFF Initiative	SDG financing strategy	The strategy itself, the partners involved, and the key pillars of the strategy are the outcomes of the JP.	UNDP	UNICEF		Ms. Emily Davis emily.davis@undp.org and Srijana Rana Srijana.rana@undp.org
Regional: Public Finance for Children	Costed National Development priorities/strategies for children Expenditure tracking Child centered budget/expenditure analysis	Intervention will compliment and build up on the JP.	UNICEF	World Bank, Ministry of Finance, Ministry of Health, Ministry of Education	US\$2 million (UNICEF funding) over 5 years 2018-2022	Mr. Ronesh Prasad roprasad@unicef.org
Vanuatu: Public Expenditure Tracking Survey for Health Sector - Vanuatu	SDG financing for health sector	PETS findings will be useful in costing of national health priorities and plan.	UNICEF	World Bank, Ministry of Health, Ministry of Finance	US\$300,000	Mr. Ronesh Prasad roprasad@unicef.org
RMI: Public Financial Management Reform	PFM systems strengthening to meet the current SDG needs	Review of RMI Government Financial Management	World Bank/Ministry of Finance	Asian Development Bank, Office of the Chief Secretary	-	Mr. Chris Yankello cyank3@gmail.com

RMI Multisectoral Early Childhood Development Project	PFM systems strengthening for ECD	System (FMIS) and formulation of new of chart of accounts. ECD project will support the costing of ECD interventions and development of budget tagging system for ECD.	World Bank/Office of the chief Secretary	UNICEF, Ministry of Health, Ministry of Education, Ministry of Internal Affairs	US\$12 million	Dr Atef El Maghraby atefirm@yahoo.com
EDF11 Funding			UNDP			
Pacific Floating Budget Support			UNDP	National Parliament, Ministry of Finance		
Strengthening Linkages between National and Sector Plans, and Budgets in Pacific Island Countries	Capacity building to diagnose and identify challenges as well as design strategies and improvement measures. A tailored guidance note developed to help Pacific policy makers strengthen efforts.	Direct support to aspects of policy coherence, costing, and institutional issues.	UNESCAP	PFTAC, Ministry of Finance, Ministry of National Planning, Office of Prime Minister	US\$500,000 UN Development Account	Sanjesh Naidu naidu@un.org
Improving Pacific Public Financial Management Facility (Solomon Islands, Vanuatu and Nauru)	PFM systems strengthening: Public expenditure and fiscal management Solomon: Budget	The proposed transaction technical assistance (TA) facility will provide three Pacific	ADB		US\$1.5 million	Team Leader: Matthew Hodge, Senior Country Specialist, PARD Team member Jacqueline Connell, Senior Economics

	<p>execution, budget reporting, public investments, and tax policy</p> <p>Vanuatu: Debt management, medium-term budgeting, economic analysis of infrastructure projects, PFM IT system, public financial management policy and legislative reform</p>	<p>developing member countries (DMCs)—Nauru, Solomon Islands, and Vanuatu—with policy advice and program preparation and implementation support to a series of ensuing programs focused on improving public financial management (PFM) practices. The ensuing programs comprise of: Improving Public Investment Management Program 2 (Nauru); Increased Domestic Resource Mobilization Program (Solomon Islands); and the Sustaining Economic Growth Program</p>			<p>Officer, PARD Marie Miel de Villa, Project Analyst, PARD Shiu Singh, Senior Private Sector Development Officer, PARD</p>
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				(Phases 1 and 2) (Vanuatu). The TA will support Strategy 2030's key operational priority of strengthening governance and institutional capacity.			
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Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ³	TBD	TBD
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ⁴	TBD	TBD

Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
4.1: # of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	2	3
4.2: # of integrated financing strategies that have been implemented with partners in lead ⁵	1	3
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1

³Additional resources mobilized for other/ additional sector/s or through new sources/means

⁴Additional resources mobilized for the same multi-sectoral solution.

⁵ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁶
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QPCR) and the principle of "Leaving No One Behind"
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint Programme Results Framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
JP Outcome 1: 1. Strengthened national financing architecture that effectively prioritises public and private financing reforms to deliver on SDG aligned national and sectoral development plans and strategies Relevant UNPS Outcomes: #1, #2, #3, #4, #5 Relevant SDG Targets: (#17.1, #17.3, #1.A, #1.B, #3.C, #5.5, #10.B)					

⁶ Annual survey will provide qualitative information towards this indicator.

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
-	-	-	-	-	-
- Output 1.1 Government-led oversight committees in place to align public and private investments through integrated financing frameworks to deliver on SDG aligned national and sector development plans and priorities				- INFF/DFA/PFM assessment reports	
- Output 1.1.1 indicator					
- Number of gender informed, child centered INFF/DFA/PFM national and sectoral assessments completed	3	4	4	- Minutes of oversight committee meetings	- Office of the Prime Minister - Ministry of Finance - Ministry of Planning
				- Multi-stakeholder workshops reports	
				- National Development Costed Implementation Plan	
- Output 1.1.2 indicator	1	2	4	- Budget briefs	- MOF/Office of the Chief Secretary
- Number SDG costing completed					
				- Chart of Accounts	- MOF/ADB/World Bank
- Output 1.1.3 indicator					
- Number of gender sensitive, child centered national and sector-based budget tracking and development expenditure assessments completed	1	2	4	- ECD expenditure analysis report - Expenditure review report/assessments	- MOF/MOH/MOE/Internal Affairs/Ministry of Children and Social Affairs
- Output 1.2 Increased capacities amongst policy makers and targeted beneficiaries on evidenced based SDG financing to deliver on SDG aligned national and sector-based development plans and strategies					
- Output 1.2.1 indicator	0	1	3	- Workshop reports - National and sector-based	- Office of the Prime Minister - Ministry of Finance
- Number of networking events and South to South exchanges completed					

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
- Output 1.2.2 indicator - Number and level of policy makers completing IMF/PFTAC/UNESCAP TOTs on public financial management	0	15	45	- Workshop reports - TOT completion assessment results - Interviews/surveys	- Ministry of Planning - Chamber of commerce - Civil Society Organizations
- Output 1.2.3 indicator - Number of private sector tracking and reporting on SDGs with gender equality seal marker	0	2	5	- SDG reports - Case studies - Gender equality seal reports	- Chamber of commerce - SDG planning and oversight committees

Annex 3. Gender Marker Matrix

Indicator	Score	Findings and Explanation	Evidence or Means of Verification
1.1 Context analysis Integrate gender analysis	2	<p>While reviewing the document using UNDP guidance and gender scoring and marking checklist it.</p> <p>The context analysis was completed incorporating in corporating the UN Women UN ESCAP gender responsive budgeting status report 2016 and findings from Voluntary National Reviews and reporting by the countries to the High-Level Political Forum (HLPF).</p> <p>The UNICEF reports included gender analysis across all the sectors where sex-disaggregated data is available, therefore the JP has presented the situation of women and girls, and explained the causes of discrimination and inequality including</p>	<p>UNESCAP/UN Women Gender responsive budgeting status report 2016 with sex-disaggregated data and analysis</p> <p>Voluntary National Reviews where gender data and along with analysis is presented.</p> <p>ProDoc context analysis and Output 1.1: Gender informed Integrated National Financing Frameworks, PFM planning, budgeting and oversight in place to align the public and private investments to deliver on SDG aligned</p>

Indicator N° Formulation	Score	Findings and Explanation	Evidence or Means of Verification
		<p>around violence, early marriage, care economy, employment, health and education relating to the relevant SDGs, including SDG 5 in all the UNICEF interventions where UNICEF is in the lead.</p> <p>The gender analysis has also included an assessment of the intersecting risks women face, including disability, age and vulnerability to climate risks where data is available. Unreliable and limited sex-disaggregated data remain key challenges.</p>	<p>national and sector development plans and priorities</p>
<p>1.2 Gender Equality mainstreamed in proposed outputs</p>	<p>2</p>	<p>Gender equality and gender responsive budgeting is mainstreamed across the outputs in line national development plans and priorities where SDG indicators have been aligned and mainstreamed. This is complemented with regular VNR reporting by the countries with sex segregated data and gender analysis and this proposal builds on UN's work on national development plans and strategies, the development finance assessments and the PFM work of UNICEF and UN ESCAP with IMF/PFTAC, World bank and ADB.</p> <p>The development of the national SDG financing strategies will specifically aim to:</p> <ul style="list-style-type: none"> i) Reduce the gender gaps in existing financing system, specifically including the hardest to reach / poorest women with intersecting risks and vulnerabilities – those with disability and facing high levels of poverty and vulnerability to climate risks, ii) Address gender inequalities in the care economy through the provision of gender empowerment and participation including persons with disability and children (typically women), and 	<p>End of project report and evaluation VNR reporting by the countries Budget briefs</p>

Indicator	Score	Findings and Explanation	Evidence or Means of Verification
1.3	3	<p>Participatory consultations will be held at all levels and with a wide range of stakeholders including civil society actors representing women, youth and people with disability.</p> <p>Data on gender inequality across the lifecycle (e.g. national and sample surveys such as participatory gender audits, MICS, DHS, and LF) and include intersecting inequalities such as disability to inform decisions on GEWE strategies.</p> <p>Specific attention will be given to ensure that women and people with disabilities are included in the entire joint programming.</p> <p>Both the output indicators proposed are gender-sensitive.</p>	<p>Regular M&E reports VNRs Budget briefs</p>
2.1	2	<p>The proposal was developed based on current SDG financing work of the respective UN agencies UNDP, UNICEF and UNESCAP. In this context, the national women machineries, Ministry of Women and women's rights-based organizations and CSOs are part of the DFA exercises and VNR reporting mechanisms and UNICEF's publication of regular budget briefs.</p> <p>In the development of the proposed project, PUNO have consulted with at least two government agencies that fosters gender equality within the current proposed project. The National Women's Machinery will participate in program consultations for the context analysis, strategic prioritization, implementation, M&E. In particular, the Ministry of Women will be part of the steering committee to influence and make decisions on the SDG financing as well as being involved in</p>	<p>The PFM oversight committees and reports VNR consultation mechanisms and reporting UNICEF budget briefs</p> <p>Ministry of Women participation in steering committee Number of consultations with women's councils</p>

Indicator No	Score	Findings and Explanation	Evidence or Means of Verification
		<p>implementation. Women's councils will also be consulted.</p> <p>The programme also contributes to substantively strengthening Government participation and engagement in gender related SDGs localization and/or implementation – specifically not only engaging with the Ministries of Women, but also the Ministry of Finance, Ministry of Youth, Ministry of Health and Ministry of Education.</p>	<p>Gender component included in the training / capacity building of Government members and Parliament</p>
2.2	3	<p>As this proposal builds on UN's current work the women and gender equality CSOs are part of the DFA, VNR and LDC graduation consultation mechanisms.</p> <p>Gender equality and women empowerment (GEWE) CSOs will actively participate in the Social Protection Floor consultations.</p>	<p>VNR consultation report LDC graduation report DFA consultation reports Project M&E reports Number of GEWE CSOs Number of consultations with GEWE CSOs</p>
3.1	2	<p>The baseline that is used to prepare this report is based on UN ESCAP and UN Women's gender responsive budgeting status report in the Asia Pacific, however, the proposal proposes mainstreaming of the SDGs into local plans and strategies with a specific focus on gender informed child centered planning and budgeting.</p> <p>Given the current demographic, political, social and economic landscape in the islands, it is expected that Gender equality and women empowerment (GEWE) would absorb between 48-50% of the funds for a variety of initiatives including mainstreaming gender in SDG financing based on life-cycle contingencies, setting up of gender markers, producing participatory gender audits, implementing gender sensitive analysis and national plans, engendering budgets, promoting livelihood opportunities through innovative initiatives (e.g. cultural activities and social work), assisting governments to comply with requirements of CEDAW & encouraging political</p>	<p>50% education and health national planning and budgeting specifically address children's rights and gender issues Budget briefs</p> <p>Populations as of 31 July 2018: RMI 48.8% FIJI 49.1% SOL 49.2% VAN 48.9%</p>

Indicator	Score	Findings and Explanation	Evidence or Means of Verification
<i>Nº Formulation</i>		participation along with access to education and health.	
Total scoring	2.3		

Annex 4. Budget and Work Plan

4.1 Budget per UNSDG Categories

UNDG BUDGET CATEGORIES	PUNO 1- UNDP		PUNO 2- UNESCAP		PUNO 3- UNICEF		TOTAL
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	
1. Staff and other personnel	120,000		0		120,000		120,000
2. Supplies, Commodities, Materials	50,000		0		50,000		50,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	44,500		0		44,500		44,500
4. Contractual services	150,000		150,000		430,000		430,000
5. Travel	44,500		70,000		184,500		184,500
6. Transfers and Grants to Counterparts	65,000	100,000	0	40,000	95,000	60,000	200,000
7. General Operating and other Direct Costs including 1%	10,000		0		10,000		10,000
Total Direct Costs	484,000		220,000		934,000		
8. Indirect Support Costs (Max. 7%)	33,880		15,400		65,380		65,380
TOTAL Costs	517,880	100,000	235,400	40,000	999,380	60,000	200,000
1st year	258,940		117,700		499,690		0
2nd year	258,940		117,700		499,690		1,199,380
Grand Total							(Grand Total)

4.2 Budget per SDG Targets

The core theory of change is focused on supporting government to develop a broader approach to financing national development, which utilizes the policies that govern public and private finance in a more holistic framework. New resources will be mobilized, and the impact of financing on sustainable development outcomes will be achieved.

SDG 1	SDG 1.A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	20	200,000
SDG 1	SDG 1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	7	70,000
SDG 3	SDG 3.C Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	23	230,000
SDG 5	SDG 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	9	90,000
SDG 8	SDG 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	5	50,000
SDG 10	SDG 10.B Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes	8	80,000
SDG 17	SDG 17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	10	100,000
SDG 17	SDG 17.3 Mobilize additional financial resources for developing countries from multiple sources	10	100,000
TOTAL		92	920,000

4.3 Work Plan

The Participating UN Organizations undertook a thorough review of the interventions required to support the transformation proposed by the Theory of Change in this Joint Programme. Subsequently, the PUNOs agreed to give UNDP the role of leading on strengthening financing for SDG in collaboration with UN ESCAP and UNICEF.

The table provides a summary of the PUNOs' expenses per UNDG Budget as well as the PUNO contributions to the Joint Programme. From the budget, it is noted that 53% of the funding will be disbursed through contractual services and transfers, 35% through operating costs (i.e. travel, equipment, and supplies), and 12% through staff and other personnel to support the implementation of the programme. PUNO contributions to the programme amount to 18% of the SDG Fund allocation.

Output	List of activities	Overall budget description	Joint SDG fund (USD)		PLANNED BUDGET		PUNO Involved (Lead)	Implementing Partner/s involved
			Year 1	Year 2	PUNO Contributions (USD)	Total cost (USD)		
JP outcome	Public and private financing prioritized and leveraged to accelerate SDG progress							
Year								
Output 1.1. Government-led oversight committees in place to align public and private investments through integrated financing frameworks to deliver on national and sector development	Establish or coordinate with IMF/PFTAC regional PFM reference group to review the national plans, priorities, and M&E frameworks, including DFA /PFM assessments (with UNESCAP and UNICEF)	Payments for activities by counterparts	40,000	20,000	20,000	80,000	UNDP	Ministry of Planning Ministry of Finance Office of the Prime Minister Ministry of Women Chamber of commerce CSOs (women, youth, people with disabilities)
	Mid Term Review of National Development Plan and M&E	Contractual services Travel	80,000	40,000	10,000	130,000	UNDP	Ministry of Planning Ministry of Finance Ministry of Women Office of the Prime

plans and priorities	frameworks (with UNESCAP and UNICEF)	General operating and other direct costs								Minister Chamber of commerce CSOs (women, youth, people with disabilities) Ministry of Planning Ministry of Finance Office of the Prime Minister Ministry of Women CSOs Chamber of Commerce UNDP in partnership with the implementing agencies and government partners in respective countries
	DFA Assessment (with UNESCAP and UNICEF)	40,000	20,000	40,000	100,000	UNDP				
	Technical assistance, M&E activities including knowledge management, learning and final evaluation	65,000	55,000	20,000	140,000	UNDP				
	Technical assistance to improve linkages between national plan and LDC graduation, budgets and external resources including capacity building for revenue reforms in partnership with IMF/PFTAC in Vanuatu and SOI (With UNDP and UNICEF)	44,240	31,387	10,000	85,627	UNESCAP				Ministry of Planning Ministry of Finance Office of the Prime Minister Ministry of Women Chamber of commerce CSOs (women, youth, people with disabilities)

	Technical assistance on conducting planning and medium-term budget expenditure reviews in Fiji, SOI and Vanuatu with IMF/PTAC/WB and ADB (with UNDP and UNICEF)	Contractual services Travel	50,000	31,386	10,000	91,386	UNESCAP	Ministry of Planning Ministry of Finance Office of the Prime Minister Ministry of Women Chamber of Commerce CSOs (women, youth, people with disabilities)
	Technical assistance for costed national development plan in RMI (with UNDP and UNESCAP)	Contractual services Travel	57,660	10,000	15,000	82,660	UNICEF	Ministry of Finance/ Office of Chief Secretary/Ministry of Health/ Ministry of Education/ Ministry of Internal Affairs/Ministry of Agriculture/ Ministry of Women CSOs
	Technical assistance in ECD budget tagging system and public expenditure analysis in RMI, SOI, and Vanuatu (with UNDP and UNESCAP)	Contractual services Travel	20,000	49,220	15,000	84,220	UNICEF	Ministry of Finance/ Ministry of Health/ Ministry of Education/ MWYCFA/ Ministry of Provincial Government
	Health, nutrition and education budget analysis and public expenditure reviews/assessment in Fiji, SOI, and	Contractual services Travel	40,000	49,220	15,000	104,220	UNICEF	Ministry of Finance/ Ministry of Education/ World Bank Office of Chief Secretary/Ministry of

	Vanuatu (with UNDP and UNESCAP)											Health/ Ministry of Education/ Ministry of Internal Affairs /Ministry of Agriculture Ministry of Women CSOs
	Costing of national children and youth policies in Fiji and SOI (with UNDP)	Contractual services Travel	15,000	5000	15000	35,000	UNICEF					
Output 1.2 Increased capacities amongst policy makers and targeted beneficiaries on evidenced based SDG financing to deliver on gender informed, child centered SDG aligned national and sector-based development plans and strategies	Regional and sub regional PFM/INFF capacity building, knowledge exchanges and dialogues	Contractual services Travel	30,000	40,000	-	70,000	UNDP					Ministry of Planning Ministry of Finance Office of the Prime Minister CSO Chamber of Commerce CSOs Ministry of Women
	Organization of Training of Trainers on methods and techniques for costing national plans and strategies, improving revenue flows, etc.	Contractual services Travel	47,000	31,386	20,000	98,386	UNESCAP					
	Technical assistance on private sector mapping, SDG reporting, tracking and gender equality seal certification	Contractual services Travel	50,400	37,480	10,000	97880	UNDP					Ministry of Finance/Reserve bank Chamber of Commerce CSOs Ministry of Women Women Business Council

1st Year budget		579,300		100,000		
2nd Year budget			420,080	100,000		
Grand Total		999,380 (joint Fund)		200,000 (PUNO contribution)	1,199,380	

Annex 5. Risk Management Plan

The following potential risks faced by this Joint Programme have been identified as the following:

- Global or domestic climate, economic, and / or fiscal shocks that will divert government and PUNO attention and priority away from the Joint Programme (context risk)
- Political opposition, coordination gaps, and overlaps in mandates and programs, where risks could arise from fiscal austerity drives proposed by IFIs (programmatic risk)
- COVID-19 poses massive risks in terms of quality and timeliness of delivery, considering impact on the effectiveness of various implementation activities.
- Unintended effects on costs and prices, project cost over-runs, and misutilization of funds or resource capture at national or sub-national levels (fiduciary risk)

The contextual risk of a global or domestic climate, economic or fiscal shock is calculated to be a medium risk. The impact of the risk would be that PUNO and government attention would be diverted away from the implementation of the Joint Programme. In the event of this happening, mitigation measures will include discussions and negotiations with government and implementing partners on flexibility of implementation as well as include an assessment and potential revisions to the programme in response to any such changes in the implementing environment.

The programmatic risks are deemed to be low-level risks. Mitigating measures have been integrated into the implementation of the programme in two main ways. First, the risk of opposition or manipulation of the programme by vested interest groups will be reduced as a way to ensure political commitment to the programme, and numerous stakeholders will be involved in the consultations during programme implementation. Second, the diverse sets of stakeholders will be informed about the programme and its development since the government will be supported in developing a local, regional, and international partnership strategy and an effective communication

and advocacy campaign that will clearly articulate objectives, roles, and responsibilities. To address the risk arising from lack of ownership of the program, the project is built around ongoing SDG platforms and initiatives. Additionally, the project document was reviewed and endorsed by the Ministry of Finance and the relevant Ministries of each country prior to submission. All three lead PUNOs have received letters of support request from the governments for SDG localization and financing.

In addition, to further mitigate against the risk of limited political opposition and to improve coordination, the JP will directly address institutional coordination and capacity through one of its core interventions. The JP will be reviewed at particular points in time in light of what it can feasibly achieve (e.g. taking stock through a review after the participatory consultations).

The potential fiduciary risk relates to unintended effects on costs and prices, project cost over-runs, and misutilization of funds or resource capture at national or sub-national levels. This is deemed to be a low risk. This will be mitigated by the development and implementation of careful financial planning, milestones, and reporting in order to ensure financial accountability and accurate expenditure throughout the programme. A programme manager will also be put in place to oversee the implementation of the JP.

The programme will also assess and document the levels of risk throughout the programme implementation at the end of Year 1 in order to evaluate and revise the risks and mitigation strategy as appropriate.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1.	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1.	Mitigating measures	Responsible Org./ Person
<u>Contextual risks</u>					
Global or domestic climate, economic and/or fiscal shocks will divert government and PUNO attention and priority away from the JP.	<u>Medium</u>	2	3	Discussions and negotiations with government and implementing partners on flexibility of implementation. Assessment and	UNDP

					revisions of the programme in response to any relevant changes in the implementing environment	
Health risk COVID-19	High	4	4	4	Discussions and negotiations with government and implementing partners on flexibility of implementation.	UNDP
Programmatic risks						
Political opposition, coordination gaps and overlaps in mandates and programs. Risks could arise from fiscal austerity drives proposed by IFIs.	Low				Working in partnership with government; investment in coordination mechanisms and establishment of national steering committee; local, regional and international partnership strategy, and communication strategy developed. Continuously review the Project in light of what it can achieve. Ongoing communication about what the project can realistically achieve under its timeframe and	UNDP

<u>Institutional risks</u>					
Lack of ownership of the project by the stakeholders	<u>Low</u>	2	4	The project document was reviewed by relevant Ministries prior to endorsement by the Ministry of Finance/Economy, the lead agencies in the country on SDG financing. Due to COVID pandemic, the governments are determined to trying out innovative approaches to SDG financing.	
Lack of application of gender equality and equity lenses into programming to ensure meaningful participation and benefits to women and the marginalized.	<u>Low</u>	2	4	Gender has been mainstreamed in all the PUNO's interventions and this will be monitored regularly. Women's groups and rights based organizations will be consulted during the initiation phase while revisiting COVID responsive program design and financing.	
<u>Fiduciary risks</u>					
Unintended effects on costs and prices, project cost over-runs, misutilization of funds or resource capture at national or sub-national levels	<u>Low</u>	1	2	Careful financial planning, milestones and reporting developed to ensure financial accountability and accurate expenditure throughout the programme. Programme	UNDP

							manager in place to oversee the functioning of the JP.	

Annex 6. Communication Plan

The table below highlights current and potential partners/stakeholders for the UN SDG joint proposal on Integrated Financing Component 1 to further deepen the trust and the relationship with current and potential partners and stakeholders.

Target partner /Audience (Name)	Purpose (i.e. Positioning, partner building, RM, programming) (If RM, state target amount)	Targeted area(s) of cooperation* Linked to new Strategic Plan) (*Can also name the titles of associated projects)	Concrete Activities (for Partnerships, Resource Mobilization and Communication)	Timing	Resource Requirements	Responsible CO Unit/Person (And supporting unit/persons if any)	Status
Vertical Funds, Climate Finance							
GEF (non-resident)	Partner building, RM (tbc)	Environment and natural resources SDG financing	- Set up meeting w/ Ministry of National Development and Ministry of Land, Water and Environment to lobby for access to GEF 7 funding - Share success stories	Q1 2020 Continuously	N/A N/A Cost of material	UN RCO UNDP RR/DRR Comms Officer	

GCF (non-resident)	Partner building, RM (tbc)	Environment and natural resources SDG financing	- Set up meetings with Ministry of National Development and Ministry of Land, Water and Environment to offer support for accessing GCF funding	Q1 2020 Continuously	N/A	UN RCO UNDP RR/DRR
Adaptation Fund (non-resident)	RM	Environment and natural resources SDG financing	- Set up meeting w/ Ministry of National Development and Ministry of Land, Water and Environment to lobby for access to Adaptation Fund funding - Develop CN about to present Adaptation Fund and propose areas of collaboration - Share success stories	Q1 2020 Continuously	N/A N/A Cost of material	UN RCO UNDP RR/DRR Comms Officer
Traditional and Emerging Donors						
EU (resident)		SDG financing	To ensure visibility of the joint program	Q1	N/A N/A	UN RCO UNDP RR/DRR
				Q3	N/A	Comms Officer
				Q4	N/A	
				Continuously		

Government of India	RM, partner building	SDG financing	<ul style="list-style-type: none"> - Research potential - Reach UNDP RBAP focal points for further guidance 	Q1 2020	N/A	RR/DRR IG	
Government of Australia (DFAT)		<p>Governance Climate Women's Empowerment Private sector Livelihoods SDG financing Innovation SDG Financing</p>	<ul style="list-style-type: none"> - Regular update meetings DFAT focal points - Invite DFAT to UN Day 2020, Poverty Eradication Day, Food Security Day in November 2020 - Prepare brochure on success stories - Recommend project and share with DFAT - Organize field visit 	<p>Continuously Q4</p> <p>Q4</p>	<p>N/A</p> <p>Cost for events</p> <p>Cost for brochure</p>	<p>UN RCO UNDP RR/DRR</p> <p>Comms Officer</p>	
New Zealand Agency for International Development	<p>RM partner building</p> <p>SDG financing</p>	<p>Youth skill development and employment</p> <p>Women's Economic Empowerment</p> <p>SDG financing</p>	<ul style="list-style-type: none"> - Regular updates via email - Write 2 blogs per year on existing project - Organize field visit - Arrange for Canberra visits 	<p>Continuously Q3, Q4 Q4</p> <p>TBC TBC</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>Cost of field visit</p> <p>Cost of mission</p>	<p>UN RCO UNDP RR/DRR</p> <p>Comms Officer</p>	
Government of Germany	RM partner building	<p>Climate SDG financing</p>	<ul style="list-style-type: none"> - Continue to share regular updates via email - Write 2 blogs per year on existing project - Prepare brochure/human interest and success 	<p>Continuously Q3, Q4 Q4</p> <p>Q4</p> <p>TBC TBC</p>	<p>N/A</p> <p>N/A</p> <p>Cost for brochure</p> <p>Cost of field</p>	<p>UN RCO UNDP RR/DRR</p> <p>Comms Officer</p>	

			stories of ongoing project		visit Cost of mission		
KOICA	Positioning, partner building for global Core, long-term: RM	Climate change, Biodiversity SDG financing	<ul style="list-style-type: none"> - Organize field visit - Arrange for engagement with the Embassy representatives in Canberra - Share overview of the Joint program portfolio, the - Identify joint key events for 2020 - Invite focal points to field visits - Invite focal points to UN Day 2019, Poverty Eradication Day, <p>Potential opportunities for partnership:</p> <ul style="list-style-type: none"> - Short-term: Explore collaboration for the climate change and biodiversity assessment - Mid-term: Partner for various events and organize awareness raising campaigns to further deepen the relationship - Long-term: Once relationship is firm 	Q3 Q3 Q4 TBC Q4	N/A N/A N/A Cost for field visit Cost of events	RR/DRR	

Russia	Positioning, partner building, long-term: RM	Climate SDG financing	up, discuss more concrete funding opportunities e.g. Women's Economic Empowerment - Set up quarterly update meetings - Invite counsellors and Australia based representatives for field visits Potential opportunities for partnership: - Mid-term: Partner for various events and awareness raising campaigns to further relationship with Russian Embassy - Long-term: Once relationship is firm ed up, discuss more concrete funding opportunities	Q3 Q3 Continuously TBC	N/A N/A N/A Cost of field visit	RR/DRR IG RSD EG	
Japan (non-resident)	Positioning, partner building for global Core, RM	Climate SDG financing	- Develop communication plan for 2020 - Share annual report and any other communication material via email	2020 Q4 Continuously	N/A Cost of mission N/A	RR/DRR EG IG RSD	
European Commission	Positioning, partner building for global Core		- Set up quarterly meetings with focal points to update on	Continuously TBC Continuously	N/A	UN RCO UNDP RR/DRR	

				<p>UNDP's work</p> <ul style="list-style-type: none"> - Invite focal points to key events - Organize field visit - Share annual report and any other communication material via email <p>Potential opportunities for partnership:</p> <ul style="list-style-type: none"> - Continue regular engagement - Explore SSC and Triangular Cooperation opportunities - Set up quarterly meetings with Ambassador to update him on the SDG Fund Joint program work - Invite Ambassador to key events - Organize field visit - Share annual report and any other communication via email 			Cost of events Cost of field visit N/A	Comms Officer	
China (resident)	Positioning, partner building	Livelihoods Climate	<ul style="list-style-type: none"> - Explore SSC and Triangular Cooperation opportunities - Set up quarterly meetings with Ambassador to update him on the SDG Fund Joint program work - Invite Ambassador to key events - Organize field visit - Share annual report and any other communication via email 	Q2 and Q4 Continuously TBC TBC Continuously	N/A N/A	Cost of events Cost of field visit N/A	UNDP RCO UNDP RR/DRR Comms Officer		
International Financial Institutions									
World Bank (non-resident)	Positioning, partner building, long-term: RM	SDG financing data for development, energy	<ul style="list-style-type: none"> - Continue consultation - Invite WB to field visits 	Q1 TBC	N/A Cost of mission Cost of field	UN RCO UNDP RR/DRR Comms officer			

companies			<ul style="list-style-type: none">- Organize field visit- Share annual report and any other communication via email- Joint social media campaigns- Joint press releases- Joint events				
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Risks and Evaluating Success

The table below most significant and likely risks as well as mitigating measures to address them:

Risk Category	Risk Description	Mitigation Measure
Political/regulatory	Change in government priorities	Pro-active situation analysis and forecasting, continuous engagement with the Ministry of National Development
	Change in media regulations	Use of multiple outreach strategies both modern and traditional
	Limited access to beneficiaries (in the field) for documentation of human-interest stories and other communication material	Plan documentation activities in partnership with IPs, strong engagement with project focal points
Strategic	Inability to mobilize adequate resources for the SRPD 2017 – 2021	Implementation and regular monitoring of the projects and programming, through the mutually reinforcing actions of managing and increasing the quality and number of partnerships and through communicating clearly on results, the mobilization of resources can be a continuous effort to support and position UNDP in the Pacific, Senior Management adopts SOP on project level/ pooled allocation of funds specific for SRPD implementation
	High turn-over of relevant staff	Better staff management to ensure fluid transitions and hand-over

Success will be evaluated as follows:

Result level	Result statement	Key Performance indicator	Target/ Baseline	Measure tools
Output	Expanded public out-reach on promotions of UNDP projects	<ul style="list-style-type: none"> • Number of downloads in a time period • Number of followers or subscribers (e.g. social media) • Number of media features 	0 at the start of the program	Collecting newspaper clippings Website analytics, pages viewed
	Enhanced quality of knowledge products	<ul style="list-style-type: none"> • Number of staff trained in targeted knowledge production • Number of downloads/requests of KPs in a time period • Number of requests to reproduce or cite information from KPs 	0 at the start of the program	Activity reports
	Strengthened engagement with the donors and development partners	<ul style="list-style-type: none"> • Number of meetings with donors and development partners as outlined in the action table • Number of proposals submitted • Number of concept notes submitted 	0 at the start of the program	Activity reports Email SMT note to files
	Enhanced outreach engagement with the government	<ul style="list-style-type: none"> • Number or percentage of IPs who expressing satisfaction with UNDP collaborations/ initiatives 	0 at the start of the program	Survey
	Enhanced outreach engagement with CSOs and opinion shapers	<ul style="list-style-type: none"> • Number of knowledge-sharing meetings with CSOs and OS' 	0 at the start of the program	Checklist
	Increased visibility	<ul style="list-style-type: none"> • Number of people reached • Perception on role of UNDP 	0 at the start of the program	Survey Observation Key informant interviews
Outcome	Increased programme resource	<ul style="list-style-type: none"> • Number of donor commitments in the programme period • Number of donors reached 	0 at the start of the program	Desktop review

		<ul style="list-style-type: none"> • % increase in funding 		
Improved partnership with the government and donors	<ul style="list-style-type: none"> • Perception of key government officials on UNDP contributions 	0 at the start of the program	Questionnaire/ Survey KI Interviews Document analysis	

Annex 7. Learning Plan

The learning plan is highlighted below:

Purpose	Medium	Frequency (per year)
1. Share and exchange knowledge and experiences from JP	Webinars Reports/briefing notes Seminars Brown bags	4 4 2 4
2. Capacity building of the stakeholders	Training/Workshops Field visits	8 4