

Joint SDG Fund
Template for the Joint Programme Annual Progress Report
SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

Reporting period: June 30 – December 31, 2020

Country: Lao PDR

Joint Programme (JP) title: Efficiency and optimization of Lao PDR's public budget to finance the SDGs through the National Plan

Short title: Enhancing Financing Efficiency

Start date 07/2020

End date: 06/2022

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Budget (Joint SDG Fund contribution): USD 900,170

Overall budget (with co-funding): USD 1,040,170

Annual Financial Delivery Rate: 18.97%

Rate of Committed Funding : 22.89%

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
UNDP	21404.66	33750	200000		
UNFPA	49954	55078	100045	18.97%	22.89%
UNCDF	14035.05	14175	150003		

Short description of the Joint Programme:

This joint programme is working to strengthen the national architecture for managing and allocating development finance to support more efficient and effective use of available resources at a critical moment, in alignment with the new National Socio-Economic Development Plan (NSEDP). This is being done by supporting the development of a practical financing strategy to support implementation of the NSEDP in light of shocks; developing a context appropriate methodology to cost commitments made under the plan to support improved prioritization; developing an evidence-based approach to supporting budget allocations through a pilot in the health sector; and implementing an innovative budget tagging methodology that will allow actual spending to be tracked against priorities.

Executive summary

The Joint Programme (JP), now six months into implementation, has been delayed significantly as a result of the COVID-19 pandemic, which impacted the development process for the 9th NSEDP, and in turn the UN's support to the associated financing structures. As a result, the JP has not delivered as expected despite having few targets set for 2020 -and is therefore considered as non-satisfactory by PUNOs. This affected all JP components, but the implications for those parts delivered by UNDP and UNCDF were particularly acute.

However, work did accelerate in the final stages of 2020 as the Government's processes to finalize policy priorities for the 9th NSEDP accelerated. Following a High-Level Consultation on the NSEDP with development partners in December 2020 supported by the UN, the Ministry of Planning and Investment (MPI) formally commissioned work on the development of implementation arrangements for the Plan- including explicit costing of key policy priorities, and a financing strategy- as a core part of the NSEDP. Through the JP, the UN is leading technical support to these components.

There is an expectation that this will lead to faster implementation, at least for the elaboration of a financing strategy and the costing of the national plan policy priorities, with the recruitment of two international experts finalized in early January 2021.

The early stages of the UNFPA-led component on developing an evidence-based approach to supporting budget allocation decisions in the health sector were less dependent on the 9th NSEDP development process, and so were able to make more progress during 2020. All work on this component is expected to be delivered by the end of 2021 as planned. UNCDF made progress on formulating a concept note on the CoA component and moved late last year on the recruitment on two international consultants to catch up and fast track progress.

Risks related to the need for consistent Government engagement, with more activities are expected to be completed and require full Government's buy-in, have been taken into consideration in an updated risk matrix and in the approach being taken to engaging technical-level counterparts. Important challenges remain in terms of JP coordination, notably around the need to develop a coordinated joint communications strategy and ensure more regular meetings of participating PUNOs. These, and the organization of a kick-off/mid-year review of the JP with Government, will need to be addressed in 2021, acknowledging the expected acceleration of delivery.

A. Annual Progress

A.1 The overview of progress and challenges

A.1.1. Overall self-assessment

Provide a self-assessment on the overall JP progress in the last year.

- Above expectations (expected annual results fully achieved and additional progress made)
 On track (expected annual results achieved)
 Satisfactory (majority of expected annual results achieved)
 Not-satisfactory (majority of expected annual results not yet achieved)

Although few JP activities had an explicit target for 2020, delivery is considered not-satisfactory as work towards most expected deliverables were either fully or partially postponed to 2021. UNDP (around 10% delivery rate) and UNCDF's (around 10% delivery rate) components suffered the most from limited Government engagement during the year (both directly as a result of changing priorities due to the pandemic, and indirectly through the impact of the pandemic on delaying the 9th NSEDP development process), while UNFPA's component was slightly more successful in overcoming that challenge (50% delivery rate). All PUNOs limited government engagement and COVID-19 explain delays in their workplans. As set out below, plans have been adjusted to accelerate delivery in 2021.

A.1.2. Overall progress and key developments to date

Key developments in the JP include, per agency:

- **UNDP:** The most progress on outputs 1.1 and 1.2 have been made at the end of Q4. To counter the challenge of government engagement, the costing and financing strategy outputs have been integrated more closely to the development of the next national plan (9th NSEDP) at the end of 2020, which has seen them built into two of the three key parts of the NSEDP implementation plan, along with an M&E framework. This has put the activities front and center of the Government's focus. Coupled with this, key expertise has been identified and hiring processes commenced for a project implementer, a DFA/financing strategist, and a costings expert.
- **UNFPA:** An integrated sexual and reproductive health investment case in Lao PDR to accelerate the achievement of SDGs targets and human capital development draft, for the national level, was prepared. This includes the estimation of financial needs to scale-up Sexual and Reproductive Health and Rights (SRHR) and Nutrition, Maternal, Newborn and Child Health (NMNCH) interventions to achieve sectoral targets and priorities; health outcomes associated with investing in SRHR and NMNCAH interventions using Lives Saved Tools; perform cost-effectiveness analysis of SRHR and NMNCH interventions, among others.
- **UNCDF:** Concept note developed for SDG budget tagging methodology, which will be developed into a strategic document during Q1 2021.

A.1.3. Changes

Was the JP document modified in the past year?

- Yes
 No

A.1.4. Challenges

Did the JP face any major challenges in the past year?

- Yes
 No

The main challenges faced by the JP were:

- **COVID-19 led to delays in the organization of a kickoff meeting:** a kickoff meeting still has not been organized, originally due to Government's engagement with the UN on recalibrating the 9th NSEDP policy priorities and the COVID-19 Recovery Strategy. See below for more information on COVID-19.
- **Government engagement was limited:**

- UNCDF and UNDP recognized this element as an important obstacle to achieving their deliverables, unlike UNFPA, which, while still encountering difficulties in obtaining meetings and necessary approval to move forward, managed to deliver on the health investment case.
- UNCDF prepared a concept note for the SDG budget tagging methodology and postponed expected work to 2021.
- UNDP reintegrated their components into a broader UN/development partners’ support around implementing the 9th NSEDP – monitoring and evaluation framework, financing strategy and costing policy priorities – to secure government buy-in (the JP becoming the main vehicle for the financing and costing workstreams). Key expected deliverables for 2020 should happen over Q1 2021.

A.1.5. COVID-19 and other strategic alignment

The COVID-19 Socio-Economic Response Plan (SERP) in Lao PDR placed emphasis on planning, financing, and repositioning of the economy. The planning phase is built around the 9th NSEDP as the master planning document, to which outcome 1 of the JP is inextricably linked.

The financing phase of the SERP was aligned with the JP, as the JP had already identified severely tightening fiscal space as a key challenge for Lao PDR before the COVID-19 outbreak. The impact of the pandemic on Government finances has further strengthened the case for work on the outcome areas identified by the JP to make the most efficient use of resources to protect and maintain development gains. The planned Development Finance Assessment will be a valuable contribution to the government’s understanding of the financing and funding situation in the country, allowing prioritization of resource mobilization in line with the priority response actions suggested in the SERP. Moreover, the model investment case in the health sector should provide the groundwork for the approach and mobilization of resources under the health chapter of the SERP.

On a practical level, the outbreak of COVID-19 meant the inability to bring in the necessary expertise to undertake the technical activities of outputs 1.1 and 1.2, as well as bringing the various stakeholders together, and necessitated the consideration of alternative delivery modalities including remote technical support.

A.2 Update on priority issues

A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable	Comments/ Notes
1. Inception phase	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	UNCT agreed with MPI for the elaboration of a financing strategy and a costing of policy priorities for the INFF.
2. Assessment & diagnostics	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Financing strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Monitoring & review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The JP, specifically outputs 1.1 and 1.2, are closely linked to the development of the national plan. To improve this national plan a credible financing strategy and costing is needed to ensure concrete implementation. UNDP repositioned outputs 1.1 and 1.2 under a larger work done by the UN on the 9th NSEDP to secure government buy-in, and began procurement around contracting experts (notably a DFA consultant) at the very end of Q4, with work expected to take place at the beginning of 2021.

A.2.2. Thematic focus

- Cross-cutting
- Gender
- Children & youth
- Social protection
- Health & nutrition
- Climate change & nature
- Agriculture
- Biodiversity
- Blue economy
- Other: PFM
- Other.....
- Other.....

A.2.3. Gender marker

Did your Joint Programme feature Gender Results in the past year at the outcome or output level?

- Yes
- No

Activity under Output 1.3, led by UNFPA, inherently mainstreams gender as it focuses on NMNCAH and SRHR. The objective is to prioritize policies through an optimized investment strategy (looking at cost-benefit ratios and subnational analyses, greatest return on investment, greatest progress towards sector targets).

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): 2

A.2.4. Vulnerable groups

Will the JP directly impact marginalized and/or vulnerable groups through a dedicated outcome or output?

- Yes
- No

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls		Yes- 1.3	In progress
Children		Yes- 1.3	In progress
Youth		Yes- 1.3	In progress
Persons with disabilities			
Older persons			
Minorities (incl. ethnic, religious, linguistic...)			
Indigenous peoples			
Persons of African Descent (when understood as separate from minorities)			
Migrants			
Refugees & asylum seekers			
Internally displaced persons			
Stateless persons			
Persons deprived of their liberty			
Peasants and rural workers			
Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...)			
LGBTI persons (sexual orientation and gender identity)			
Persons affected by (HIV/AIDS, leprosy...)		Yes- 1.3	In progress
Persons with albinism			
Victims or relatives of victims of enforced disappearances			

Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)			
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A.2.5. Learning and sharing

There has not been any capacity building or knowledge sharing at this point given that most activities are still in their inception phase.

A.3 Update on events and partnerships

A.3.1. Events

Type of event	Yes	No	Comments
JP launch event	<input type="checkbox"/>	<input checked="" type="checkbox"/>	JP launch (probably coupled with a 6 months-annual review with government) is planned for in 2021.
Annual donors' event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Partners' event **	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

A.3.2. Partnerships

Did your Joint Programme facilitate engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)?

- Yes
- No

- JP has allowed for some degree of strategic partnerships during the reporting period, keeping in mind that engagement with Government and delivery have been limited as mentioned above. Some promising examples of strategic partnerships include, by agency:
 - **UNFPA:**
 - Within the UN: inputs from previous studies, approaches and complementary elements were discussed and integrated in the methodology with specialized UN agencies. Liaised with WHO for validation of unit costs from study already conducted in Lao PDR. Circulated list of potential interventions to be included in the investment case for validation to stakeholders (WHO, UNICEF, UNCDF, UNDP, WB)
 - With project partners: Presented and discussed the methodology framework to project's partners on a webinar conducted on 25 August 2020.
 - **UNCDF:**
 - IFIs: strong working partnerships with IMF and World Bank in the context of developing a new COA structure that includes the capacity for SDG tagging.
 - MOF: Co-working on the new COA and technical exchanges to support the Ministry of Finance National COA committee. UNCDF has also been approved as being a member of the national COA committee who are undertaking the development of a nationwide IPSAS compliant COA and associated individual nomenclatures for each expenditure and revenue code in the new system.
 - **UNDP:**
 - Work on the development of a financing strategy followed UNDP's support, on behalf of the UNCT, to the formulation of policy priorities of the 9th NSEDP. Technical Working Groups, to be led by MPI with technical support from the UN to guide the development of a financing strategy were commissioned in December 2020, this will include representatives from the MoF, WB, ADB, and EU.
 - Financing strategy work has been presented and agreed at the high-level consultation at the beginning of December with MPI, in the presence of the vice-minister, LSB, MoF, line ministries, provinces etc. Support expressed by IFIs and some development partners, on which UNDP/RCO is following up.

A.3.3. Additional financing

- Yes
- No

Source of funding	Yes	No	Co-funding or Co-financing?	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input type="checkbox"/>	<input type="checkbox"/>				
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

A.4 Strategic communications

Did the JP develop a strategic communications plan?

Yes

No

Communication plan has yet to be discussed with PUNOs and will be an agenda item for the next coordination meeting. Strategic communication will be aligned with the Government's own communication around the 9th NSEDP and key policy priorities.

No public communications materials published during the reporting period.

B. Annual Results (MAXIMUM 3 PAGES)

B.1. SDG acceleration

- 17.9: Links between activities under Outputs 1.1 and 1.2 and the national planning process have been further strengthened. Specifically, though UN support to the preparations for the 9th NSEDP, government buy-in and understanding of the need reinforce the links between planning and financing has increased.
- 17.14: The activities and outputs 1.1 and 1.2 were more closely linked to the NSEDP, which will be the founding document for development planning over the next five years.
- 17.15: The JP has laid the groundwork to position its work as a core part of the UN support to the 9th NSEDP process, which is led by the Government; incorporation has been negotiated and agreed at every stage with Government counterparts. There is an expectation that the integration of the JP as a vehicle for broader support to the 9th NSEDP will support both improved policy coherence, and grater development partner support to national priorities.

B.2. Contribution to Fund's global results

- No target was set for the contribution to the Outcome 2 of the Fund (covering the mobilization of additional resources). Given the JP's focus on establishing key foundations for more efficient and effective use of resources in line with national proprieties, it is difficult to identify an appropriate specific target for the ratio of financing leveraged for the SDGs. However, through the activities being implemented, the JP is significantly strengthening the national framework for the mobilization of resources in line with the SDGs.
- Targets for contribution to output 4 of the Fund (INFF realized) were set for 2022 (elaboration of a financing strategy and of a partnerships framework). The financing strategy and partnerships framework to operationalize it will be developed over 2021.
- As mentioned above, it seems difficult to envisage how this JP, focusing on the elaboration of a costing of policy priorities and a financing strategy – two strategic documents that do not operationalize resource mobilization – and a health investment case, could have an immediate impact on resource mobilization. The impact appears more indirect (e.g. private sector reforms and regulations could lead to channel private investment towards the SDGs).
- An alternative qualitative outcome and target to set could focus on the formulation and implementation (or not) of policy recommendations addressing private sector development for the SDGs and the mobilization of new/less traditional development finance sources.

B.3. JP Outputs and outcomes

○ Achievement of outputs

- **UNDP:** Only one activity output indicator (1.2.2) was scheduled for completion in 2020. The activity, on training for government staff on costing methodologies, was not completed due to the process of linking to the national plan, which itself was delayed due to COVID-19 and the difficulties caused with regards to bring in relevant expertise.

- **UNFPA:** In order to achieve output 1.3, the following main activities were completed:
 - Developed the methodology for evaluating the costs and benefits of SRHR, maternal and child health interventions, incorporating feedback from an initial stakeholder meeting;
 - The possible COVID19 disruption scenarios have been developed and proposed;
 - National population and epidemiological data have been extracted from relevant population surveys and visualized in PowerPoint slides;
 - Cost data have been extracted from the EHSB costing tool data sets for each intervention;
 - National intervention coverages have been extracted from population surveys or regional estimates, where not available;
 - Models have been set up for the business as usual and intervention scale-up scenarios;
 - Analysis scripts have been set up to extract key impact (unintended pregnancies, maternal and child mortality, stillbirths, anaemia in women, stunting in children), cost and cost-benefit indicators, as well as ranking by intervention.
 - Results and outputs from these preliminary analyses are visualized in PowerPoint slides available for discussions and validation to take place early 2021.
- **UNCDF:** concept note for SDG budget tagging methodology.
 - **Achievement of outcomes**

Overall, whilst the Government now agreed to the development of a financing strategy and a costing exercise of the 9th NSEDP and work is accelerating, during 2020 only limited progress was made towards getting the foundations of an INFF (the JP's only outcome). Accelerated progress will be crucial in early 2021.

B.4. Strategic Documents

Did the JP produce strategic documents in the last year (policy, strategies, analyses/assessments, methodological documents, and other relevant documents)?

- Yes
 No

The contracted implementing partner for the development of the health investment case (The Burnet Institute) developed the conceptual and methodology framework for the analysis. These were presented and discussed with project's partners on a webinar conducted on 25 August 2020 (see documents attached in Annex 2)

C. Plan for the Next Year of implementation

C.1 Upcoming activities

UNDP	UNFPA	UNCDF
<ul style="list-style-type: none"> • Costing methodology is identified and agreed with government • Policy priorities of the 9th NSEDP are costed • Development of a DFA, with conclusions agreed with government • Elaboration of a financing strategy for the 9th NSEDP with a contracted financing expert supporting MPI • Capacity building needs are identified and translate into projects • Training of staff on the costing methodology • Series of workshops conducted to present results from both financing & costing exercises and partnership framework 	<ul style="list-style-type: none"> • Finalization of the prioritization model for the domestic financing strategy of RMNCH, as well as the policy paper for RMNCH. • Consultation/validation process to obtain feedback from stakeholders on Possible COVID-19 disruption scenarios, national intervention coverages, scale-up scenario definition (e.g. intervention coverage targets), among others. • Preparation of the sub-national investment case 	<ul style="list-style-type: none"> • Review of tagging systems in Public sectors • Legal scan of state budget laws and SDG related declaration • Formulate budget tagging Methodology Paper • Mapping Chart of Accounts to SDG expenditure & revenues • Develop a policy paper on SDG tagging COAs • Consultation/Dissemination workshop#1 on Output Indicator 2.1 with key stakeholders • Consultation/Dissemination workshop#2 on Policy Paper of SDG tagging Charts of Account with key stakeholders

2021 will be crucial in delivering progress towards the JP's only outcome (setting the foundations for an INFF), with the expected completion of a costing of policy priorities feeding into the formulation of an evidence-based financing strategy, the finalization of the prioritization model in the health sector and the mapping of optimization of budget expenditure through better SDG-alignment in the budget and the CoA.

Despite the delays experienced during 2020 due to limited Government engagement, PUNOs are expected to catch up on their deliverables, as Government is keen to finalize during the first part of the year their national development plan and related implementation arrangements. The anchoring of the JP in the broader support to development planning of the UN should lead to faster progress this year.

C.2. Expected changes

Completion of the financing strategy and of the costing of policy priorities (UNDP components) should occur faster than expected (government is set on finalizing the NSEDP by the end of Q1). The JP should be updated to readapt the workplan and targets for 2021 and 2022 if this is the case. As for UNFPA and UNCDF's components, the workplan for 2021 remains the same, in addition to activities not delivered in 2020.

C.3. Risks and mitigation measures

Are there any changes made/expected to be made to the Risk Matrix?

Yes

No

- **Difficulty in maintaining momentum for change across all the necessary stakeholders:**
suggestion to raise impact to 4, as progress on the technical work that is crucial in 2021 would be very limited in the absence of Government's involvement.
- **Restricted ability to source relevant expertise due to COVID-19 pandemic travel restrictions:**
suggestion to raise impact to 3 as there is a low probability that borders open soon. International consultants will work remotely and will need appropriate management and support to access data, engage with government and present their findings/results in workshops.

Annex 1: Consolidated Annual Results

1. JP contribution to global programmatic results (annual)

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

Indicators	Target 2020	Result 2020	Target 2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope (for other/ additional sector/s or through new sources/means)	Not set. See proposition for an alternative outcome and target.		
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale (for the same multi-sectoral solution.)			

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

Indicators	Target 2020	Result 2020	Target 2021	List of strategies/ frameworks developed
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)				Not applicable as not in JP Pro Doc
4.2: #of integrated financing strategies that have been implemented with partners in lead disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners	0	0	1	Government is set to deliver a financing strategy by the end of Q1 this year.
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	0	0	Target set for 2022.

2. Selected global performance indicators (annual)

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence in 2020?

- Yes, considerably contributed
 Yes, contributed
 No

Explain briefly: As mentioned, Joint Programme has been reintegrated at least partially as a vehicle to deliver support on the implementation arrangements of the 9th NSEDP.

2.2. Did your Joint Programme contribute to 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?

- Yes,
 No
 N/A (if there are no other joint programmes in the country)

Explain briefly: JP suffered from limited government engagement- but the even closer integration of JP activities into the broad support to 9th NSEDP is expected to reduce transaction costs for PUNOs.

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

- Yes
 No

Explain briefly: Enhancing financing efficiency was not identified as a major constraint to development by the 2017-2021 UN Partnership Framework (UNPF). However, the UNCT is currently working on its Cooperation Framework and has identified in the Common Country Analysis development finance as a major issue for the country and is likely to be a major area for joint programming from 2021.

3. Results as per JP Results Framework (annual)

- Present annual JP results in the following template

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (2022)
Outcome 1: Foundations laid for integrated national financing framework						
Output 1 SDG-aligned financing strategy for the NSEDP strengthened						
Output indicator 1.1 NSEDP Financing Strategy endorsed and used as a key planning tool for Government and development partners.	0	0	0		1	1
Output indicator 1.2 NSEDP costing applied by MPI across Sector Working Groups, and costs used to inform prioritization.	0	0	0		1	1
Activity 1.1: An evidence-based financing strategy for the 9th NSEDP						
Activity indicator 1.1.1 Updated DFA to inform financing strategy	0	0	0		1	1

Activity indicator 1.1.2 Endorsed Financing Strategy for the 9th NSEDP implementation and increased SDG investment.	0	0	0		1	1
Activity 1.2: Development of a sector wide NSEDP costing methodology						
Activity indicator 1.2.1 A sector-wide costing methodology developed	0	0	0		1	1
Activity indicator 1.2.2 Training for Government staff on costing methodology delivered	0	1	0	Integration of activity 1.1 and 1.2 into DPs support to 9 th NSEDP delayed implementation	1	1
Activity 1.3: Development of a model evidence-based investment case to inform prioritization of public investment decisions.						
Activity indicator 1.3.1 Prioritization model for the domestic financing strategy of Reproductive Maternal Neonatal and Child Health (RMNCH), including adolescent health and nutrition interventions, developed	0	0	0		1	1
Activity indicator 1.3.2 Investment case and policy paper for Reproductive Maternal Neonatal and Child Health (RMNCH), including adolescent health and nutrition, developed	0	0	0		1	1
Output 2: Greater optimization of budget expenditure to achieve the SDGs.						
Output indicator 2.1 Budget expenditure and revenue SDG tagging approved by MoF	0	0			1	1
Activity 2.1: Development of a budget tagging system						
Activity indicator 2.1.1 Mapping Chart of Accounts to SDGs (Expenditures and Revenues) completed	0	1	0	Delayed project launch	1	1
Activity indicator 2.1.2 Policy paper on SDG tagging Chart of Accounts developed	0	0	0		1	1
Activity indicator 2.1.3 Budget tagging methodology paper developed	0	1	0	Delayed project launch	1	1
Activity indicator 2.1.4 Policy paper on SDG reporting on IFMIS-guides IFMIS developers and programmers	0	0	0		1	1

Annex 2: List of strategic documents

1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it
Health Investment Case Methodology Framework	August; 2020	Explaining the objectives, scope and methodologies adopted for the development of the health investment case.
Health Investment Case (PPT)	August; 2020	Presentation utilized to discuss the methodology framework to project's partners on a webinar conducted on 25 August 2020

2. Strategic documents for which JP provided contribution

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

Annex 3: List of strategic communication documents

1. Have you created a strategic communication plan for the Joint Programme?

Yes
 No

Explain briefly: No kick-off meeting

2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget)

Explain briefly: No Joint Communications at this stage. A strategic approach to communication, aligned with the 9th NSEDP and Government policy priorities will be agreed by the PUNOs in consultation with the Government in early 2021.

3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

Yes
 No

Explain briefly: No Joint Communications at this stage

4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

Yes
 No

Explain briefly:

5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number: 0

Explain briefly: No Joint Communications at this stage

6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: 0

Explain briefly: No Joint Communications at this stage

7. Have you received an increase of social media followers?

Yes
 No

Total number: (Not mandatory)

Explain briefly: No Joint Communications at this stage

Multi-Media Faucets

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

Social Media Campaigns

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)

Annex 4: Updated JP Risk Management Matrix

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
Contextual risks					
Difficulty in maintaining momentum for change across all the necessary stakeholders.	Very high	5	5	UN agencies will use close relationships with key Government and other stakeholders to advance project and maintain momentum	JOINT PROGRAMME
Restricted ability to source relevant expertise due to COVID-19 pandemic travel restrictions	Medium	3	3	Recruitment planning and use of technology to overcome restrictions e.g. at UN premises	JOINT PROGRAMME
COVID-19 pandemic outbreak inhibits capacity of stakeholders to engage on project activities sufficiently	Medium	2	3	PUNOs will seek to leverage additional resources and funds to ensure continuation of aspects of project work	PUNOs
Programmatic risks					
PUNO's technical capacity to deliver quality outputs	High	3	4	PUNOs will utilise global network of internal expertise and recruit high quality experts if/when required	JOINT PROGRAMME
JOINT PROGRAMME activities and outputs overlap on the work of existing key stakeholders	High	3	3	JP will adopt multi-agency approach working with existing key stakeholders and evidence-based advocacy	JOINT PROGRAMME
Uniformity of progress across JOINT PROGRAMME activities and outputs affecting impact of other constituent parts	Medium	3	2	Design of activities has and will allow each output standalone if necessary, without reliance on other components	JOINT PROGRAMME
Project period will be insufficient to implement all activities	High	4	3	PUNOs will seek to leverage additional resources to	PUNOs

				ensure continuation of aspects of project work	
Institutional risks					
Lack of sufficient ownership of relevant GoL ministries	High	3	4	Project board will meet regularly and joint programme will engage in open reciprocating dialogue with relevant GoL ministries	JOINT PROGRAMME
Lack of coordination amongst PUNOs	Medium	3	2	UN RC office will play a lead role in coordinating the JP, plus other PUNOs will actively coordinate amongst themselves	UNRCO, JOINT PROGRAMME
High turnover of PUNO staff	High	4	3	PUNOs will ensure use of shared accessible files, ensure individuals are not solely responsible on project work, and undertake detailed handover processes	PUNOs
Fiduciary risks					
Funds delivered not used for intended purposes or not properly accounted for	Low	2	2	PUNOs will follow their rules and regulations, codes of conduct, and any standard operating procedures in place.	PUNOs