

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: Lesotho

Joint Programme (JP) title: Joint Program on Economic and Financial Management Integration for the Achievement of SDGs

Short title: JP-EFMIS

Start date (month/year): October/2020

End date (month/year): December/2022

RC (name): Anurita Bains

Government Focal Point (name and ministry/agency): Maleshoane Lekomola Danziger, Budget Controller/ Ministry of Finance and Nthoateng Lebona, Principal Secretary/ Ministry of Development Planning

Representative of Lead PUNO (name and agency): Anurita Bains/ UNICEF

List of PUNOs: UNDP, IOM, UNICEF

RCO Main JP Focal Point (name): Liau Mokoto E-mail: liau.motoko@one.un.org

Lead Agency Joint Programme Focal Point (name): Aurelien Beko E-mail: asbeko@unicef.org

Contact person for Joint Communications (name): E-mail:

Budget (Joint SDG Fund contribution): USD997,860

Overall budget (with co-funding): USD1,106,810

Annual Financial Delivery Rate: 0%

$$- \text{Annual Delivery Rate (\%)} = \frac{\text{Expenditures PUNO 1+ Expenditures PUNO 2...}}{\text{Total transferred funds Jan 2020 to December 2020}}$$

Rate of Committed Funding : 40.2%

$$- \text{Committed Funding Rate (\%)} = \frac{\text{Committed money PUNO 1+ Committed money PUNO 2...}}{\text{Total transferred funds Jan 2020 to December 2020}}$$

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
UNICEF	0	0	170215	0	0.40185998
UNDP	0	200500	199625		
IOM	0	0	129090		
PUNO 4					
PUNO 5					

Short description of the Joint Programme (max 1 paragraph):

The JP-EFMIS supports the Government of Lesotho (GOL) to establish a functional and sustainable integrated planning and PFM ecosystem that contributes to accelerating the achievement of the SDG targets and the GOL's National Strategic Development Plan (NSDP II), and to improving the long-term capacity to attract new investors (public and private) to finance the SDGs in Lesotho. To this end, this programme seeks to contribute towards attaining maximum value for money from public and private funds, including remittances, and attracting more active contributions from diaspora networks to provide a financial basis to achieve the NSDP II objectives and selected SDG targets.

Overall instruction to complete the template:

- 1. Do not go over the maximum number of pages per section – the report should be no more than 12 pages, without annexes. Be succinct and to the point, emphasizing only the most important accomplishments and issues that you want to bring to the attention of the Fund at the global level.**
- 2. The primary purpose is to report on annual results to the Joint SDG Fund. If there is a need for a more detailed report for local partners, the JP can draft it separately.**
- 3. When in doubt or if there is a need for additional clarification, contact the person from the Fund’s Secretariat in charge of your JP.**
- 4. Delete all instructions (in orange) after completing the report.**

Executive summary

- Maximum 0.5 page to summarize the most important aspects from your detailed report below that you want to highlight for inclusion in global annual report of the Joint SDG Fund. This should include, among others, main results and achievements, and strategic change of the context and the JP approach, major risks, and challenges.*

In 2020, the project focused on stakeholders’ sensitization and preparation of the inception workshop and official launch. The official launch was planned for end October 2020, but was delayed due to COVID-19 and has now been rescheduled for the 24th February 2021. On 28th September 2020, the PUNOs organized a virtual meeting to inform implementation partners (IPs) on the JP-EFMIS program, attendees included the Ministry of Finance, Ministry of Development Planning (MODP), Ministry of Trade, and Lesotho National Development Corporation. Discussions took place with Government partners to prepare the terms of reference (TORs) for technical experts to support: (a) The Development Finance Assessment (DFA) for operationalising the Integrated National Financing Framework (INFF); and (b) Medium-term expenditure frameworks (MTEFs) for ministerial clusters.

Under the leadership of MODP, key INFF stakeholders were identified, sensitised and introduced to the ongoing DFA. The oversight and technical committees have been identified, and orientation sessions and capacity building for stakeholders on SDG Financing and the DFA process are planned for February 2021. The DFA process is ongoing, and the draft report has been submitted. Several technical meetings have been held with key stakeholders who are instrumental in the remittances and diaspora-finance area. The diaspora has also been engaged as they will be instrumental in developing a strategy to boost the impact of remittances and diaspora contributions towards national development.

Advocacy activities were held to present the program's annual work plan to technical staff from the Government (September and November 2020) and development partners (January 2021), including the European Union (EU), African Development Bank (AFDB), and Financial Services Volunteer Corps (FSVC). Discussions were held to prevent duplications and enhance synergies to support PFM activities, including potential collaboration for the MTEF.

A. Annual Progress (MAXIMUM 7 PAGES)

- *This section should refer to broader context and JP approach and provide update on priority issues. Note that you will present results in detail in part B. Please, be very succinct and to the point, and use bullet points when adequate. The responses in most of this section should not be more than 1-2 paragraphs.*

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)

- *Please, explain briefly the reasoning behind the self-assessment.*

In 2020, the project focused on stakeholder mobilisation, in particular the Government, and preparation of the inception workshop and launch. On 28th September 2020, the PUNOs organized a virtual meeting to present the JP-EFMIS to implementation partners (IPs), attendees included the Ministry of Finance (MOF), Ministry of Development Planning (MODP), Ministry of Trade, and Lesotho National Development Corporation (LNDC). As an initial step, terms of reference (TORs) were prepared for technical experts required for project implementation, including for supporting: (a) The Development Finance Assessment (DFA), required for operationalising the Integrated National Financing Framework (INFF); and (b) Medium-term expenditure frameworks (MTEFs) in three pilot ministries.

Some of the planned activities for July-December 2020 were delayed due to COVID-19, delays in receiving funds, and delays in hiring consultants. Due to the COVID-19 related lockdown and restrictions, some critical meetings that require physical participation were delayed, whilst other meetings were held virtually. Despite these challenges, UNICEF has finalized TORs to support sector level budget analyses through strengthening the capacity of upgraded IFMIS to generate robust time series budget data (tables and figures), robust costing of programs at ministry clusters level, and the development of a participative process that will enable production of a central MTEF, anchored in reliable ministerial clusters level MTEFs for the 2022/23 national budget. The consultant will be hired in February 2021. IOM held several meetings with key stakeholders in the remittance and diaspora finance fields, including members of the diaspora who will be instrumental in developing a strategy to boost the impact of remittances and diaspora contributions towards national development. UNDP has supported the preparation of a draft Development Finance Assessment (DFA) report, which is currently being reviewed by implementing UN Agencies and Government. This is a critical step toward operationalising the Lesotho INFF and building stakeholder capacity for SDG financing.

A.1.2. Overall progress and key developments to date

- *Provide brief description of the key JP developments during the reporting period including 1) governance and coordination; 2) research, assessments and feasibility studies on SDG financing; 3) financial policy development and financial advocacy activities; 4) capacity building for key stakeholders on SDG financing; 5) JP programme management (e.g. establishment of JP oversight committee, hiring of key personnel and consultants); and 6) mobilization of financial resources (co-funding and co-financing)*

1) Governance and coordination: Key governance bodies of the program have not yet been created. TORs for the steering committee are available. The implementation and technical committees, will be merged into a Project Technical Committee to avoid the same UN and Government staff from sitting in two committees (given the small UN presence in Lesotho); ToRs are also available for the Project Technical Committee. The programme has not yet been officially launched, owing to the unavailability of officials from the Prime Minister's Office and Cabinet. The lack of availability poses a concern for day-to-day oversight, management, and implementation. A new official launch date has been set for 24th February 2021. In the meantime, technical coordination has continued through engaging Government staff in establishing annual work plans, preparing TORs (peer reviewers), and providing key documents for the ongoing DFA/ INFF process.

2) Research, assessments and feasibility studies: The JP-EFMIS has supported the preparation of a draft DFA report, which is being reviewed by implementing UN Agencies, Ministry of Development Planning (MODP), and Ministry of Finance (MOF).

3) Financial policy development and financial advocacy activities: The availability of the draft DFA is a key step towards the development of Lesotho's INFF and the Financing Strategy. The DFA is set to be finalised in March 2021. In preparation for the DFA, the MODP has conducted a Mapping of the Development Policy Landscape, identifying policy gaps and requirements for integration. Advocacy activities will be initiated based on the recommendations from the DFA and the INFF roadmap.

Advocacy activities have included presenting the program's annual work plan to technical staff from the Government (September and November 2020) and development partners (January 2021), including the European Union (EU) and African Development Bank (AFDB).

4) Capacity building for key stakeholders on SDG financing: Through the MODP, key stakeholders have been identified, sensitised and introduced to the DFA; oversight committees have also been established. Orientation sessions and stakeholder capacity building on SDG Financing and the DFA process is planned for February 2021.

5) JP-EFMIS management: The formation of a formal Program Steering Committee (PSC) is pending the official launch of the JP-EFMIS, which is set for 24 February 2021. Several tentative launch dates envisaged in October-November 2020 could not be honored due to scheduling conflicts by officials from the Prime Minister's Office and Cabinet. In Lesotho, high-level participation is essential for GOL ownership and accountability. Key consultants have been recruited for the DFA/ INFF process, while the hiring process is progressing well for consultants to support the strengthening of both the MTEF system and diaspora networks in contributing to the sustained financing of prioritized SDGs and socio-economic growth.

6) Mobilization of financial resources (co-funding and co-financing): For the entire duration of JP-EFMIS, PUNOs contributions (co-funding) amount to UDS60,000 from UNDP, USD10,000 from IOM, and USD38,950 from UNICEF. Of these amounts, UNDP has disbursed USD30,000, IOM USD0, and UNICEF USD11,360. No co-financing has yet been agreed with development partners.

A.1.3. Changes

Was the JP document modified in the past year?

Yes

No

- If yes, briefly explain any changes in the broader context last year that led to changing the JP document, including JP approach, strategy, Theory of Change, expected results, workplan or budget.

However, for efficiency and value for money purposes, the recruitment of consultants will be done so as to ensure that individual activities in the annual work plan are grouped according to their complementarities and interlinkages to assure coherent implementation and effective oversight. This requires preparation of complex TORs that often consolidate 3-4 individual activities at the same time, especially activities supporting public financial management (PFM) and SDG financing (DFA and INFF). This approach to recruiting technical assistance allows good utilization of supporting UN staff and Government technical persons preparing these TORs, while increasing the chances to attract solid consultants with adequate incentives to undertake the work, including in Lesotho (in-country activities) as per the needs and following COVID-19 related measures.

A.1.4. Challenges

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

Yes

No

- Briefly explain the challenges, their impacts on JP's implementation and results, and how you overcame those. If challenges persist, indicate your plan to address their impact on the JP.

1) Slow preparation and implementation of the Government COVID-19 response plan, and the close involvement of high-level Government officials to address COVID-19 related needs, have been a big challenge for the official launch and rapid implementation of activities. Multiple postponements of the JP-EFMIS official launch in 2020 due to the unavailability of high-level officials has prevented the formation of not only stakeholders' and beneficiaries' working groups but also the program's governance and management bodies (steering committee, technical committee, implementation committee). Functional stakeholders' and beneficiaries working groups are essential for (i) full ownership of the gender-based and grassroots level DFA/ INFF process that the program seeks to promote in Lesotho, (ii) institutionalization of a robust MTEF process that builds up budget analyses capacity at the ministerial clusters level, SDG objectives and child-focused programs levels, and (iii) establishing the enabling environment for new partnerships that would enhance the impact of remittances and diaspora networks in Lesotho's financing of high impact investments.

2) Slow feedback from technical staff in the Government on TORs for recruiting much needed technical assistance has been also another challenge for some JP-EFMIS activities, preventing commencement of implementation as per the plan. The COVID-19 pandemic plays a key factor in the slow response time, as it has absorbed the attention of relevant Government officials, particularly with respect to budget/ finance issues.

3) The focal person with whom UNICEF was interacting with at the Budget Department to implement PFM-related activities moved to the Auditor General Department. Two new staff were appointed, albeit not immediately, requiring a briefing session that could not take place immediately. Close monitoring and dialogue (on an almost weekly basis) with Government technical staff, including in the Budget Department, have proven very effective in unlocking some issues that the Government has on the TOR related to PFM support in relation to MTEF process. In addition, a detailed review of the JP-EFMIS activities was conducted in December 2020, to explain to the newly appointed focal point sitting at the MOF the rationale of the PFM activities supported by the program, including their complementarity with NSDP II objectives and SDGs.

4) UNDP was unable to engage a local consultant to support the Development Finance Assessment. However, with support from the technical counterparts in the government, required literature had been provided.

A.1.5. COVID-19 and other strategic alignment

- Briefly explain how you adapted the JP to the COVID-19 context in 2020. How did the JP ensure alignment with the national recovery response to COVID-19? Refer to how the JP aligns with SERP in your country, or how you plan to ensure that alignment.

Due to the COVID-19 pandemic, PUNOs modified the JP-EFMIS proposal to enable the programme to contribute to the nation's recovery and reponse to COVID-19, as well as to continue operating under COVID-19 guidelines. During the modification process, PUNOs considered changing the modality of implementation (i.e. using a virtual platform instead of physical meetings), and including the Ministry of Health/ WHO in the technical committee.

In designing the DFA, consideration has been made to the implications of COVID-19 on SDG financing and capacity of the country in this context. The assessment includes financial and operational risks associated with COVID-19, which may have an impact on the PFM system and sustainability of development programmes.

A.2 Update on priority issues

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

- Please define the status and progress of your JP's INFF, SDG financing strategy or enabling framework according to the implementation stages in the table below. **The INFF survey (<https://ee.kobotoolbox.org/x/mDFH54N>) needs be completed online (one per country) and is considered an integral part of the Annual Progress report.** This question and the survey are applicable to all Component 1 JPs, even if the JP does not aim to complete all INFF steps and blocks. The INFF scope was considered comprehensive enough to cover the planned activities under the 62 JPs. (Instructions to complete the survey are online – for questions contact UNDP helpdesk tim.strawson@undp.org).

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Draft DFA available and being reviewed
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Governance & coordination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

- Provide a brief description of the progress made during the reporting period.

In 2020, the project focused on stakeholder mobilisation, especially with the Government, sensitization and preparation of an inception workshop and launch, which was initially planned for end October 2020. On 28th September 2020, the PUNOs organized a virtual meeting to sensitise implementation partners (IPs) on the JP-EFMIS, attendees included MOF, MODP, Ministry of Trade, and LNDC. As an initial step, discussions took place with the Government to prepare terms of reference (TORs) for technical experts required for project implementation, including for supporting: (a) DFA for operationalising the INFF; and (b) MTEFs in three pilot ministries.

An international individual consultant was recruited in December 2020 to support the GOL in the implementation of the gender-based DFA/ INFF process, including capacity building on SDG financing in Lesotho. A draft DFA report is available and currently being reviewed, the finalization of which will enable the development of the Financing Strategy.

A.2.2. Thematic focus

- Please select the thematic focus of your JP (select all that apply)

- | | | | |
|---|---|---|--|
| <input checked="" type="checkbox"/> Cross-cutting | <input type="checkbox"/> Social protection | <input checked="" type="checkbox"/> Agriculture | <input checked="" type="checkbox"/> Other Tourism |
| <input checked="" type="checkbox"/> Gender | <input type="checkbox"/> Health & nutrition | <input type="checkbox"/> Biodiversity | <input checked="" type="checkbox"/> Other Education |
| <input type="checkbox"/> Children & youth | <input checked="" type="checkbox"/> Climate change & nature | <input type="checkbox"/> Blue economy | <input checked="" type="checkbox"/> Other Remittances |

A.2.3. Gender marker

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

- Yes
 No

Briefly explain:

- Please indicate the total average scoring of the JP’s gender marker as defined in the JP document.

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): **2.33**

- If the score is lower than 2 what measures are you planning to take to address this scoring which is below the minimum requirements of the Fund? Please reassess and attach a new Gender Marker Matrix when submitting this report (Instructions for the Gender Marker Scoring [here](#) and for any doubts contact Un Women helpdesk UNCT-GEM.helpdesk@unwomen.org).
- Briefly explain how you applied the Gender Marker in the last year, and/or other ways in which you mainstreamed gender in JP implementation.

A Gender Marker has been used and efforts have been made to ensure that the JP-EFMIS has gender disaggregated data and gender-equality has been mainstreamed in the project outputs/ outcomes. During initial meetings with Government partners, gender-sensitive budgeting, women's empowerment, and equal representation of women were considered. The JP continues to advocate for a human rights-based and gender-sensitive policy and legal framework and ensures the development of context specific strategies by engaging multi-stakeholder platforms and generating evidence and data to inform policy. To promote gender sensitivity in the DFA and ensure gender sensitivity in the INFF, the reports will be validated with different stakeholder groups, including women and youth-led civil society organisations. Based on the findings and recommendations of the DFA, the PUNOs will organise themed sessions on issues affecting women, including private sector participation, remittances and mainstreaming in development policy.

A.2.4. Vulnerable groups

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

Yes

No

- If yes, please indicate the dedicated outcome and/or output according to the table below.

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls		Output 1.1, activity 1.1.2; Output 1.2, activity 1.2.4; Output 2.2, activity 2.2.1; Output 3.2, activity 3.2.3;	Planned Planned Planned Planned
Children			
Youth		Output 1.1, activity 1.1.2; Output 1.2, activity 1.2.4; Output 2.2, activity 2.2.1; Output 3.2, activity 3.2.3;	Planned Planned Planned Planned
Persons with disabilities		Output 1.1, activity 1.1.2; Output 1.2, activity 1.2.4; Output 2.2, activity 2.2.1; Output 3.2, activity 3.2.3;	Planned Planned Planned Planned
Older persons			
Minorities (incl. ethnic, religious, linguistic...)			
Indigenous peoples			
Persons of African Descent (when understood as separate from minorities)			
Migrants		Output 3.3, all activities	Planned
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...)			
Persons with albinism			
Victims or relatives of victims of enforced disappearances			
Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)			

A.2.5. Learning and sharing

- Provide in bullet points the main highlights on JP learning and sharing. Please refer to any agency and/or south-south exchanges organized.

No planned activity to report on regarding knowledge sharing to stakeholders and/or beneficiaries. Presentations of the programme activities were made to Government technical staff (Finance, Development Planning, Trade, etc.), development partners (EU and AFDB) and the Financial Services Volunteer Corps (FSVC).

A.3 Update on events and partnerships

A.3.1. Events

- Indicate if you have organized any of the events below in person or virtually. If no, indicate in the comments if/when you plan to organize a launch event.

Type of event	Yes	No	Comments
JP launch event	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Unavailability of Government's high-level Officials has been the critical challenge preventing the official launch to happen. Government has proposed the date of 24 February 2021 as a more convenient time for this official launch.</i>
Annual donors' event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>We plan to organize this meeting prior to finalization of the DFA/ INFF process.</i>
Partners' event **	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>A technical virtual meeting was held in January 2021 to present the JP-EFMIS activities to development partners. Invited donors included European Union (EU), African Development Bank (AFDB), International Monetary Fund (IMF), and World Bank (WBG). EU and AFDB attended the meeting.</i>

*the Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners' event.

** Key advocacy outreach events with high level JP partners.

A.3.2. Partnerships

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

- Yes
- No

- Provide in bullet points the main highlights on JP partnerships and with whom. Refer only to the most important strategic partnerships and/or to the alignment with broader UNCTs partnership approach.

- 1) There is window of opportunity to collaborate with Financial Services Volunteer Corps (FSVC), and PUNOs met with them on 12th January 2021 to discuss duplications and synergies regarding support to MOF PFM activities. Close collaboration is envisaged in the MTEFs, as FSVC has allocated financial resources to Lesotho's budget preparation process.
- 2) International development partners that participated in the technical meeting on 20th January 2021 expressed interest for closer collaboration and information sharing on the JP-EFMIS activities and work plan. The work plan was shared with development partners, including the EU, AFDB, IMF, and WBG.
- 3) International development partners also expressed interests in participating in the Governance bodies of the JP-EFMIS, to take advantage of synergies and avoid duplications.

A.3.3. Additional financing

Did your Joint Programme secure additional co-funding or co-financing resources in 2020 (committed after the approval of the JP by the Joint SDG Fund) from government, IFIs, PUNOs and other partners?

- Yes
 No

- If yes, provide details according to the table below.

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

- If no, briefly explain and indicate when you plan to develop the communications plan.

The communication strategy of the JP-EFMIS will be developed before March 2021, with technical assistance from UNICEF expertise. A key element of the communications strategy will be the official launch of the program, planned for 24th February 2021. Lesotho media will be invited to cover the official launch.

- Provide in bullet points the main highlights on JP strategic communications. Note that Annex 3 should be completed with further information on strategic communications.

- 1) Support Lesotho's JP-EFMIS by using communication as a tool to advance and deliver the program's strategic objectives and activities.
- 2) Advocate for the wellbeing of intended beneficiaries, including through capacity building interventions.
- 3) Ensure the visibility of JP-EFMIS as a key contributing instrument to strengthening the financial architecture of Lesotho and for promoting economic rebound and resilience, decent job creation, and the protection of vulnerable programme beneficiaries.
- 4) Build innovative partnerships with national stakeholders and beneficiary communities to advance the program's outcomes/ outputs.
- 5) Develop project knowledge resources and products.

B. Annual Results (MAXIMUM 3 PAGES)

- *Section B should provide specific information on the achievement of expected annual results and workplan, following up on the broader progress presented in the part A.*

B.1. SDG acceleration

List up to 3 main SDG targets that your Joint Programme primarily focused in 2020.

SDG:SDG 17.14: Enhance policy coherence for sustainable development.

SDG:SDG 17.3: Mobilize additional financial resources for developing countries from multiple sources.

SDG:SDG 16.6: Develop effective, accountable and transparent institutions at all levels.

- *Briefly explain the activities implemented in 2020 to accelerate progress towards these SDGs, in line with the JP's Theory of Change for SDG acceleration.*

Our Theory of Change stands as follows; If there is a clear policy framework for implementing and financing the national development agenda; if there is adequate capacity in the Government to effectively manage, use and allocate public resources; and if there is robust presence of domestic and international private sectors and partners, and a more vigilant civil society, then the GOL will be able to achieve inclusive economic growth and create jobs, improve human capital development, and have more transparent government, necessary for accelerating achievements of the SDGs target and NSDP II objectives.

In July-December 2020, the preparatory work was done towards achieving outcome 1 and outcome 3. The draft Development Finance Assessment (DFA) is developed. The DFA illustrates the development efforts, and especially the development finance landscape, outlines the main trends, highlights shortcomings and bottlenecks and contributes to development finance and ensuing strategies, focusing on supporting the national development efforts. This is an initial step towards developing a clear policy framework for implementing and financing the national development agenda. Furthermore, in the reporting period, the project ensured proper mobilisation of project stakeholders, both public and private partners, civil society and the diaspora network. The DFA provides the fundamental steps towards ensuring the robust presence of the domestic and international private sector, and a more vigilant civil society.

These efforts are expected to contribute to the objective that GOL will be able to achieve inclusive economic growth and create jobs, improve human capital development, and have a more transparent government, necessary for accelerating the SDG targets and NSDP II objectives.

B.2. Contribution to Fund's global results

- *Fill out Annex 1-1 and Annex 1-2, and provide below a short narrative on how the JP contributed to the Fund's global Outcome and Output last year. Please refer to the targets written in the JP ProDoc for the last year. If you haven't set a target for the global Outcome and Output of the Fund in the submission of your JP ProDoc, please do so in Annex 1-1 and Annex 1-2.*
- *In case you are not able to derive a target for the Outcome please suggest 01 alternative Outcome and explain your suggestion below. This question is part of a work in progress to revise the Joint SDG Fund's M&E framework which might be modified in 2021.*

B.3. JP Outputs and outcomes

- *Fill out Annex 1-3 and provide brief narrative on the implementation of JP-specific outcomes and outputs. While annual results might refer mostly to output-level results, they might also include contribution to outcome-level results.*
 - *Achievement of outputs*

Output 1.1.: Draft DFA report is available and being reviewed. While collecting feedback from UN implementing agencies, the INFF work has been initiated in parallel.

Output 1.2.: The financial strategy sought for is not available; this output will be based on the recommendations of the DFA.

Output 1.3.: Processes for establishing the INFF oversight and technical committees have been initiated, with identification of key stakeholders and institutional mechanism that may enable review and adoption of the DFA and the INFF roadmaps. One of the agenda items of the upcoming official launch of the JP-EFMIS is the formation of both beneficiaries committees and the program's governance and management bodies.

Output 2.1.: 3 out of 4 activities planned under this output will be assigned to an international PFM firm in March-April 2021, relying on available LTAs to UNICEF, which are specialized in public finance for children (PF4C) and capacity building on MTEF-based strategic planning and budgeting, including institutionalization of budget analyses at sectoral, program and SDG levels.

Output 2.2.: Activities have not started yet. Although activities under this output are planned to be implemented after activities in output 2.1 are realized, the TOR for preparing the survey instruments of the Public Expenditure Tracking Survey has been initiated.

Output 2.3.: Activities have not started yet. Implementation is planned for the second year of the program. Engagement with relevant stakeholder have been initiated for capacity building programmes.

Output 3.1.: Activities have not started yet. However engagement with stakeholders, including the Lesotho Chamber of Commerce and Industry, has commenced, and the collation of important resources for partnership building has been done.

Output 3.2.: Activities have not started yet.

Output 3.3.: IOM mobilized potential stakeholders and partners for remittance and diaspora finance, while holding several virtual meetings to introduce the activities planned under this output. IOM also coordinated with the Ministry of Foreign Affairs (MOFAIR) and intends to leverage the existing technical working group for diaspora engagement, which includes LNDC, Central Bank and private sector. IOM started virtual meetings with diaspora investors and professionals in order to sensitize them on the JP-EFMIS.

With the draft DFA report that is now available, Lesotho has new evidence assessing financial trends/ flows and policies supporting NSDP II investments and specifically the SDG 17.14 target, along with stakeholders mapping/ contribution to the country's financial landscape (output 1.1). These elements are the foundation for developing the gender-responsive INFF that Government and development partners want to implement (output 1.3) in Lesotho to assure inclusive socioeconomic growth and resilience against shocks, including the COVID-19 pandemic. At this stage, contributions to SDG 17.14 will not be visible because: (i) INFF oversight committee and technical committees, which are meant to improve ownership and political leadership/ stewardship for implementation of the DFA/ INFF instruments, are not consolidated; and (ii) a corresponding financing strategy, which is aligned to the SDGs and the NSDP II, has not yet been developed and implemented. Therefore, the JP-EFMIS contribution to the national resource mobilization efforts of Lesotho will be positive but minimal, as a strengthened and gender-responsive INFF is not developed nor being implemented (outcome 1).

The JP-EFMIS activities supporting the Government to ensure that PFM systems are strengthened, through targeting improved transparency, efficiency, and effectiveness in public spending and policy by the end of the program (outcome 2), are being prepared. For smooth implementation of outcome 2, the mechanisms for establishing functional NSDP II/ SDGs-aligned planning and budgeting frameworks must be in place and implemented (output 2.1). To this end, the recruitment of an international contractor (firm) is being pursued, which will be tasked to undertake 3 critical and interlinked activities in output 2.1, namely: (i) strengthening the Government's capacity to generate automatically robust time series budget data from its updated IFMIS, by ministry clusters, SDG objectives, and child-focused programs; (ii) endowing Government staff with the skills to undertake reliable costing of programs and multiyear budgeting; and (iii) institutionalizing the preparation of MTEFs at the ministerial clusters level, as a foundation for a central MTEF that effectively contributes to the 2022/23 national budget, including related capacity building activities. The TOR for this assignment will be published in February 2021, following a review by both UNICEF RO and Lesotho's Budget Department.

- Achievement of outcomes

In July-December 2020, preparatory work was done towards achieving outcome 1 and outcome 3. However, the project is still at the initial stage of project implementation and there is no output achieved yet in this reporting period.

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

- *Fill out Annex 2 and provide brief explanation on the most important documents developed.*

Only the draft DFA report has been delivered. It prepares the ground work for developing a solid INFF and financial strategy for Lesotho, which will focus on sustainable financing of SDGs and NSDP II objectives through innovative financial mechanisms and partnerships that open up investment opportunities for the private sector.

C. Plan for the Next Year of implementation (MAXIMUM 2 PAGES)

- *Section C builds upon part A and B to describe the approach planned for the next year (1 January 2021 to 31 Dec 2021) and towards the end of JP implementation. Explain the most important risks and mitigation measures (an updated risk matrix will be presented in the Annex 4).*

C.1 Upcoming activities

- What are JP's priority activities in the annual work plan (1 Jan 2021 – 31 Dec 2021)?

Output 1.1. Development Finance Assessment (DFA) is completed, and a roadmap for the key financing solutions developed: The DFA will be validated by stakeholders and beneficiaries and the INFF Roadmap will be developed.

Output 1.2. A financing strategy aligned to the SDGs and the NSDP II is developed and implemented to support the national resources mobilization efforts: No activity planned.

Output 1.3. INFF oversight committee and technical committees consolidated to improve ownership and political leadership/stewardship for implementation of the DFA/INFF proposals: INFF oversight and technical committees will be established, capacity building workshops will be held to ensure the sustainability of the INFF, the DFA will be validated and adopted, and an INFF Roadmap will be developed, including a financial strategy for the SDGs and NSDP II.

Output 2.1. Mechanisms for NSDP/SDGs-aligned planning and budgeting frameworks (MTEF) piloted: An international institutional contractor (firm) will be contracted to support the Government in implementing 3 out of 4 of the prescribed activities: (i) generation of robust time series from upgraded IFMIS, (ii) capacity building to prepare reliable costing of programs at the ministerial clusters level, and (iii) MTEF strategic budgeting at the ministerial clusters level. SDG will be integrated into sectoral plans, a platform will be established to monitor the implementation of the SDGs and to aid JP-EFMIS efforts towards SDGs financing.

Output 2.2. Mechanisms and capacities of relevant stakeholders strengthened to improve budget transparency, participation and fiscal accountability: A consolidated TOR will be prepared and an international institutional contractor (firm) will be recruited to support the Government in (i) institutionalizing transparent preparation and effective use of sectoral expenditure analyses that inform SDG-focused budget planning, monitoring and reporting; and (ii) reviewing the performance of the Programme Budgeting (PB) reform and preparing/ disseminating the PB Implementation Manual (PBIM), which will document the mapping of NSDP II objectives to SDG targets for transparent and accountable spending;

Output 3.1. Legal and policy framework and intelligence improved to attract sustainable, inclusive private investment: The assessment of the private sector networks report will be reviewed, private sector development policies will be mapped and capacity assessed.

Output 3.2. Private-public collaboration and coordination enhanced for increased resource mobilization: A private sector roundtable and investment forums will be hosted to support the development of the private sector development strategy; SDG investment profiles will also be developed, based on the NSDP II

Output 3.3: Remittance / diaspora finance are leveraged towards SDGs / NSDP II acceleration: TORs for the technical working group for remittance and diaspora finance and for three research pieces on remittances and diaspora investment will be developed; a consultant will be recruited to conduct the research pieces, including presenting the inception report, results and final drafts to the technical working group and broader project stakeholders and validating the final reports.

- Provide a brief narrative about the JP's specifics expected annual results (outputs and outcomes) for 1 Jan 2021 – 31 Dec 2021.

The final DFA report provides the basis for an informed INFF and recommendations for heightened domestic revenue mobilization. It presents the contextualized findings of initial research on Lesotho's financial landscape, in particular an inter alia assessment of financing trends, the policy and institutional landscape, stakeholder mapping and consultations. The recommendations will culminate in a Financing Strategy that is aligned to both the NSDP II and the SDGs and will help to strengthen partnerships for SDG implementation in Lesotho.

Enabling Lesotho's upgraded IFMIS to automatically generate robust time series budget data (2009/10-2020/21) by ministry clusters (sectors) and SDG objectives will contribute to the Government's decision-making on sectoral budget consolidations and adjustments (for both allocative and operational efficiencies), allowing real-time flexibility in PFM policies while generating consistent budget data for timely reporting and easy digestion by the public.

Providing Government staff and other beneficiaries with skills and instruments to undertake the reliable costing of programs that properly reflect policies, programs and results, while accounting for sectoral synergies, is an essential precondition for preparing prioritized national budgets (utilizing first year of central MTEF as annual budget of 2022/23) that are verifiably anchored in ministry clusters level MTEF-based strategic budgeting and prioritization. Robust program costing and/ or ministry clusters level development plans, ministry clusters level MTEFs, and central MTEF are the specific key deliverables of outcome 2. The private sector plays a critical role towards attainment of the SDG targets. In this context, it is essential to understand the capacity and policy bottlenecks to effective engagement of the private sector in the national development agenda. JP-EFMIS will work to facilitate a roundtable discussion on private sector development, to establish a consensus on the development of the policy and the legal framework and strategies for private sector development and a foundation for private -public dialogues.

C.2. Expected changes

- Indicate if you expect any further modifications to the to work plan, budget, Theory of Change, results framework of the JP between 1 Jan 2021 – 31 Dec 2021.

No major change is expected from 1st January to 31st December 2021. Theory of Change remains relevant and the project is even more important given the challenges brought by COVID-19 to the financial sector. However, to take maximum advantage of available technical staff from UN implementing agencies and Government, the implementation committee and the technical committee, originally set to be separate entities in the program document, will be merged to form one single body called the project technical committee (PTC). The frequency of the meetings of this merged committee will be increased to at least 2 meetings per month.

C.3. Risks and mitigation measures

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

- Yes
 No

- Fill out Annex 4 and briefly describe the main risks and respective mitigation measures taken/planned.

At this point, no change is expected in the Risk Matrix. The Risk Matrix remains relevant and all key risks are listed and being monitored.

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)	0	0	0
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale(for the same multi-sectoral solution.)	0	0	0

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)	0	0		
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	1) 0 2) 0 3) 0	1) 0 2) 0 3) 0	1) tbd 2) tbd 3) tbd	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1	3	Aid coordination framework; Civil Society partnership framework; Private sector Partnership framework

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: We might not have enough time distance to assess this impact. However, the preparatory work done so far has fostered unity, cross-support and coordination from PUNOs around new strategic development areas (DFA/ INFF, MTEF-based strategic planning and

budgeting, and remittances and diaspora networks) that have high potential for enhancing sustainable financing of SDGs in Lesotho. UN has not supported consistently these areas in Lesotho, despite its commitment to contribute to them in its development plans.

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: Especially in these trying times of the COVID-19 pandemic that absorbs much attention of Government's technical personnel, the integrated and multi-sectoral approach of JP-EFMIS to supporting Lesotho's financial landscape has increased the need of key Government stakeholders (i.e., MOF, MODP) and CSOs to plan meetings in a more participative manner, so as to make sure that relevant decision-makers are able to participate.

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

Yes

No

Explain briefly: The JP-EFMIS is designed to contribute to the results group that supports Government and non-governmental institutions in delivering their mandates effectively through promoting good governance, rule of law and human rights, with all people having improved access to justice and participating in social and political decision-making processes in a peaceful environment.

3. Results as per JP Results Framework (annual)

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Outcome 1: Strengthened and gender sensitive INFF is developed and being implemented						
Indicator 1.1. Total government revenue as a proportion of GDP	46.84% (2019/20)	46.84%	52.9%	Unexpected increase in SACU revenue	53.46%	50.56%
Indicator 1.2. INFF in place and implemented to guide budgeting and planning process	0	0	0		0	1
Output 1.1: Development Finance Assessment (DFA) is undertaken, to inform implementation of key financing solutions for INFF						
Indicator 1.1.1. Proportion of recommendations adopted for INFF roadmap disaggregated by sector, institutions and legal and policy framework	0%	0%	0%		50%	70%
Indicator 1.1.2. Proportion of recommendations endorsed by the Government which target results for gender equality and women empowerment	0%	0%	0%		30%	50%
Output 1.2. A financing strategy aligned to the SDGs and the NSDP II is developed and implemented to support the national resources mobilization efforts						
Indicator 1.2.1. A financing strategy in place and implemented to inform development financing and resource mobilization	0	0	0		0	1

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Output 1.3. Effective and functional mechanisms for INFF oversight, monitoring and review consolidated to improve ownership and political leadership/stewardship for implementation of the INFF						
Indicator 1.3.1. Number of meeting held on the INFF by (i) oversight committee, (ii) INFF technical committees (iii) Multi-stakeholders' platform (<i>disaggregated by gender</i>)	(i) 0 (ii) 0 (iii) 2	(i) 1 (ii) 3 (iii) 2	(i) 0 (ii) 0 (iii) 0	Delayed start of the project and appointment of the INFF oversight and technical committees	(i) 4 (ii) 12 (iii) 6	
Indicator 1.3.2. Proportion of policies/recommendations implemented led by (i) Government partners (ii) private sector (iii) CSOs	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	(i) 0 (ii) 0 (iii) 0	DFA process ongoing	(i) 20% (ii) 5% (iii) 5%	
Outcome 2. PFM systems are strengthened to improve transparency, efficiency, and effectiveness in public spending and policy						
Indicator 2.1. Primary government expenditures as a proportion of original approved budget	83.13% (2018/19)	83.13%	89.53% (2019/20)	2020/21 results available in March 2021	90.5%	95.5%
Output 2.1. Mechanisms for NSDP/SDGs-aligned planning and budgeting frameworks (MTEF) piloted						
Indicator 2.1.1. Number of gender-sensitive sectoral development plans (SDP) developed	0 (2019)	0	0		2	4
Indicator 2.1.2. Number of functional MTEF models utilized by sectors to engage with the MOF during budget allocation to programs	0 (2019)	0	0		2	4
Indicator 2.1.3. Extent to which the national annual budget has integrated the SDGs targets and NSDP II priorities	0	2 (SDG + NSDP)	0	Recruitment of consultant in March 2021	4	4
Output 2.2. Mechanisms and capacities of relevant stakeholders strengthened to improve budget transparency, participation and fiscal accountability						
Indicator 2.2.1. Number of SDG-focused budget reports developed and disseminated	0	2	0	Recruitment of consultant in March 2021	4	
Indicator 2.2.2. Open Budget Survey score on budget (i) transparency (ii) participation (iii) oversight	(i) 0 (2017) (ii) 0 (2017) (iii) 31 (2017)	(i) 0 (ii) 0 (iii) 31	(i) 31 (ii) 0 (iii) 31		(i) 0 (ii) 0 (iii) 31	(i) 40 (ii) 20 (iii) 41
Output 2.3. Management of capital projects improved to ensure viability of government capital investments						
Indicator 2.3.1. Percentage of capital projects financed by the public budget that meet the quality criteria based on an index to be develop	tbc	tbc	tbc		40%	60%
Indicator 2.3.2. Execution rates of (i) total capital budgets, and in (ii) health, (iii) education, and (iv) agriculture	(i) 47.2 (ii) 19.7 (iii) 29.1 (iv) 22.3	(i) 47.2 (ii) 19.7 (iii) 29.1 (iv) 22.3	(i) 48.0 (ii) 19.7 (iii) 29.1 (iv) 23.3	2020/21 results available in March 2021	(i) 52 (ii) 30 (iii) 40 (iv) 30	(i) 67 (ii) 50 (iii) 50 (iv) 40

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
	(2018/19)		(2019/20)			
Outcome 3: Enabling environment created for private sector growth and public-private partnership for accelerated implementation of SDGs						
Indicator 3.1. (i) Foreign direct investments (FDI), (ii) official development assistance and (iii) South-South Cooperation as a proportion of total domestic budget	27.15 (2018/19)	27.5	n/a	No significant improvement expected in 2020 due to COVID-19 (see Doing Business 2020 below)	29	30
Indicator 3.2. Ranking in the ease of doing business	122 (2019)	122	122		100	95
Output 3.1. Legal and policy framework improved to attract sustainable and inclusive private investment and partnerships						
3.1.1. Number of mechanisms in place to ensure domestic and international private and public partnerships for sustainable development and financing	2	3	n/a		4	7
Output 3.2. Regular and thematic (SDGs and NSDP based) networking, investment and match-making forums hosted to enable public and private collaboration and resources mobilization						
Indicator 3.2.1. Number of investment promotion forums hosted	0	1	0		1	
Indicator 3.2.2. Number of partnerships forged as a result of the JP-supported initiatives	0	2	0		10	
Output 3.3: Remittance / diaspora finance are leveraged towards SDS and NSDPs and NSDP II acceleration						
Indicator 3.3.1: National Lesotho Remittance Policy is in place	No	No	No		Yes	

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
Development Finance Assessment	Ongoing	Funding and technical leadership

2. Strategic documents for which JP provided contribution: **No document.**

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: UNICEF expertise will be called upon to coordinate preparation of the JP-EFMS communication strategy, which will be validated by the program's governance entities (program steering committee and program technical committee). These two entities will be officially created after the official launch of 24 February 2021. Their respective TORs are available.

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 budget was utilized thus far.

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

- Yes
 No

Explain briefly: This can be assessed after the strategic communication plan is implemented.

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

- Yes
 No

Explain briefly: It will definitely do. The creation of this webpage will be prioritized as part of the strategic communication plan.

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: This can be assessed after the strategic communication plan is implemented.

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: This can be assessed after the strategic communication plan is implemented.

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

- Yes
 No

Total number: **0** (Not mandatory)

Explain briefly: This can be assessed after the strategic communication plan is implemented.

Multi-Media Faucets: No document produced

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

Social Media Campaigns: No document produced

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					
Manmade disaster such as infectious disease (i.e. Coronavirus) could affect the project implementation as the GoL priority will shift to deal with emergency situation	15	3	5	Regular situation monitoring on potential man-made disaster and develop contingency plan	UNICEF, UNDP, IOM
Natural disaster such as drought could affect the project implementation as the GoL priority will shift to deal with emergency	9	3	3	Regular situation monitoring on potential natural disaster and develop contingency plan	UNICEF, UNDP, IOM
Programmatic risks					
COVID-19 dynamic situation may delay the whole project activities due to the potential re-lockdown and movement restriction	12	3	4	UN agencies will be equipped with IT infrastructure and system to ensure activities could continue with the virtual meetings and social distancing	UNICEF, UNDP, IOM
Delay of project implementation due to the recruitment process (competent staff, consultant)	9	3	3	UN agencies to leverage its global expert network in specific thematic area to ensure competent expert / consultant are identified	UNICEF, UNDP, IOM
Change of priority activities by the key counterpart Ministry especially in the context of COVID-19 pandemic and new priority may arise	8	2	4	Supporting letter from Ministry of Finance to this project is already a mitigation measure	UNICEF, UNDP, IOM
Reluctance of stakeholders to participate to face-to-face strategic meetings or training workshops, especially if COVID-19 positive cases explode, despite public service announcements about the pandemic's control measures	12	4	5	Partnering with CSO used to engage citizens through Internet platforms for budget transparency and accountability matters, to scale up usage of these platforms and other virtual meeting tools, thereby fully	UNICEF, UNDP, IOM

				complying with social distancing and hand washing measures	
Institutional risks					
Change of leadership and/or technical focal point of the key government counterpart may delay the project implementation process	12	4	3	Regular contact with key counterpart to ensure the project team is aware of any change	UNICEF, UNDP, IOM
Lack of cooperation by non-participating Ministries, private sector or civil society which are not directly involved in the proposal development process	9	3	3	Careful selection of the key partners / representatives in the sector during the project initiation phase	UNICEF, UNDP, IOM
Fiduciary risks					
Fund transferred to the Implementing partners (Ministries) is diverted to other purpose than the project	10	2	5	Strict application of Harmonized Approach to Cash Transfer (HACT) approach as per grant management strategy	UNICEF, UNDP