

Joint SDG Fund
Template for the Joint Programme Annual Progress Report

SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

Reporting period: June 30, 2020 to December 31, 2020

Country: Tajikistan
Joint Programme (JP) title: Financing SDGs in Tajikistan
Short title: Financing SDGs in Tajikistan

Start date: July/2020
End date: June/2022

RC: Sezin Sinanoglu
Government Focal Point: Farrukh Faizullozoda, Ministry of Economic Development and Trade

Representative of Lead PUNO: Osama Makkawi, UNICEF Tajikistan Representative
List of PUNOs: UNICEF in Tajikistan, UNDP in Tajikistan and UN Women in Tajikistan

RCO Main JP Focal Point: Owais Parray E-mail: owais.parray@un.org
Lead Agency Joint Programme Focal Point: Tetyana Nikitina E-mail: tnikitina@unicef.org
Contact person for Joint Communications: Parviz Boboev E-mail: parviz.boboev@un.org

Budget (Joint SDG Fund contribution): USD 431,134
Overall budget (with co-funding): USD 513,542
Annual Financial Delivery Rate: 11.4%
Rate of Committed Funding: 55.4%

	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	31,805	221,432	173,000	11.4%	55.4%
UNDP	9,800	9,800	141,477		
UN Women	7,632	7,632	116,657		

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

The UN Joint Programme "Financing SDGs in Tajikistan" supports the Government of Tajikistan in achieving its national SDG targets by creating an architecture, policy space, and an integrated resource mobilization strategy. The overall strategy of the JP is to employ a two-pronged approach: strengthening policy space and addressing technical constraints to securing SDG financing. A two-pronged approach and drawing from the expertise of different UN Agencies provides a more coherent package of technical assistance that will enable the government to achieve its national development priorities. This programme is built on the ongoing public finance management (PFM) reform and contributes to the implementation of the PFM 2030 strategy.

Specifically, the JP aims to deliver the following results:

- Development Finance Platform is operationalized under the National Development Council (NDC) to institute policy dialogue on SDG financing. NDC is the overarching policy-making body directly under the President;
- National SDG Financing Roadmap is endorsed by the Government of Tajikistan (GoT), and this roadmap is aligned to national development priorities and sector strategies;
- Fiscal space of the government budget is comprehensively assessed, with education sector as the pilot, leading to the formulation of policy measures to substantively improve efficiency in the use of public resources, including for women and girls;
- Multi-stakeholder dialogue on alternative and innovative SDG financing options is initiated, leading to the formulation of actionable policy recommendations; this will happen with improved oversight of SDG financing by the Parliament;
- Systemic off-budget financing bottlenecks are diagnosed, with education sector as the pilot, leading to the formulation of recommendations for leveraging alternative sources of financing;
- Integrated tool for tracking and reporting of on-budget gender-disaggregated SDG financing vis-à-vis national SDG targets is operationalized by the government, linked to the National SDG Financing Roadmap, and it guides the legislature;
- District profile mapping (or vulnerability mapping) tool is institutionalized by the Ministry of Finance to guide the formula-based allocation of inter-governmental fiscal transfers and measures the performance of SDGs at the district level.

The programme is jointly implemented by UNDP, UNICEF and UN Women in partnership and close coordination with the government stakeholders, including the Ministry of Finance (MoF), the Ministry of Economic Development and Trade (MEDT), the Ministry of Education and Science (MoES), the State Committee for Investment and State Property Management (SCISPM), the Parliament and other relevant state and non-state organizations.

Executive summary

The ultimate goal of the JP is to support the GoT to finance the National Development Strategy (NDS 2030) and national SDG targets by strengthening policies and addressing technical constraints. Financing SDGs in Tajikistan is anchored in the NDS and Mid-Term Development Plans. The joint initiative aims to promote evidence-based policies and actions that shape fiscal policy and investments in Tajikistan. The overall strategy of the JP is to strengthen policy space and address capacity constraints to secure financing for the NDS and the SDGs through 2030.

Following the approval of the JP, participating UN Organizations (PUNOs) engaged in a series of consultations with the key stakeholders to discuss the work plan, role of the host agency, as well partnerships with various government agencies. Considering its coordinating function for SDGs, there was consensus that Ministry of Economic Development and Trade (MEDT) should host the JP and work in close partnership with the Ministry of Finance (MoF). The terms of reference for the Programme Steering Committee was developed and discussed with the national counterparts at the a Joint Steering Committee Meeting which was held on December 24, 2021. PSC approved the JP strategic framework and joint work plan. During the reporting period, PUNOs also initiated several in-depth assessments and multi-stakeholder dialogues to seek their feedback. As the Secretariat of the National Development Council under the President of Tajikistan there were several consultations with MEDT to institutionalize policy dialogue on SDG financing as part of UN's effort to support the rollout of the integrated national financing framework (INFF) in Tajikistan.

Although several results were delivered, there were delays in the implementation largely as a result of the Covid-19 pandemic and national elections. Government's attention has been directed to controlling the spread of Covid-19 and resultant socio-economic impact from the pandemic. There has been reshuffling of state in the government agencies after the Presidential elections. This affected the planning and caused disruptions. As a result, the JP was not able to deliver some of the expected results in 2020. However, the GoT recognizes the JP as an important initiative, especially in light of the Covid-19 crisis and tightening fiscal space. MEDT recognizes that the JP can contribute in the socio-economic recovery and "building back better". PUNOs and the RCO have been carefully monitoring the progress to identify and update risks and challenges. They took corrective measures to manage risks and adjust to the changing environment. It is expected that with the formal approval of PSC, implementation of the JP will gain further momentum in 2021. PUNOs have already initiated several assessments that look into the fiscal space, budgeting, and capacity constraints.

A. Annual Progress (MAXIMUM 7 PAGES)

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)

In 2020, PUNOs and RCO have had a series of consultations with the programme stakeholders to ensure national ownership and leadership of of government counterparts. Financing SDGs requires strong political backing. Some adjustments have been made in the work plan and partnerships based on the feedback received and the changing environment. The programme experienced some delays in achieving expected annual results. This is mainly due to stakeholders' shift in priorities as a result of COVID-19 and the delays in government decision-making caused by rotation of government staff after the election. During the reporting period the rollout of project activities got delayed due to the outbreak of COVID-19 which resulted in postponing of the Programme Steering Committee (PSC). Additionally, the Government of Tajikistan (GoT) decided to change the lead or host agency for the programme. After extended period of negotiations, the Ministry of Economic Development and Trade (MEDT) was confirmed as a lead government counterpart for the programme. At the preparatory stage PUNOs consulted with national partners on the Terms of Reference of the planned research and assessment work and started mobilizing national and international expertise to support the project.

A.1.2. Overall progress and key developments to date

- (1) **Governance and coordination:** The Programme Steering Committee ("PSC") was formed to ensure that there is full national ownership of this programme. The main functions of PSC include: (a) provide strategic and policy guidance; (b) promote the participation of and partnerships; (c) share information; and (d) review project documents, work plans, and budgets and approve them for implementation. PSC is comprised of the following members: Ministry of Economic Development and Trade, Ministry of Finance, Ministry of Education and Science, State Committee on Investments and State Property Management, National Bank of Tajikistan, Lower Chamber of Parliament, UN Resident Coordinator Office, UNDP, UNICEF, UN WOMEN. Other relevant Government institutions, development partners (e.g. EU, World Bank), CSOs/private sector associations attend the PSC meetings as observers.

PSC is co-chaired by the MEDT or the designated Deputy Minister and the UN Resident Coordinator or the designated Head of a UN Agency. The Co-Chairs are responsible for representing the PSC, providing strategic leadership, oversight, and moderating PSC meetings. They will ensure that all the decisions taken are in line with programme objectives.

On December 24, 2020, the first PSC meeting was conducted. The strategic framework and the work plan of the programme were approved unanimously.

- (2) **Research, assessments and feasibility studies on SDG financing:** Preliminary research has been conducted by PUNOs, including on-going monitoring and regular assessment of country's socio-economic situation, operational environment changes and risk management. There has been on-going communication with the stakeholders on relevant initiatives and assessments, as well as monitoring the needs and challenges regarding SDG financing. The methodology for UNICEF's national diagnosis of systemic off-budget financing bottlenecks and introduction of a tool for tracking and reporting of on-budget SDG financing in Tajikistan were developed (output 2.1 and 2.2). The methodology covers the assessment framework, tools, approaches, COVID-19 related risks and mitigation strategies. An analysis of risks can

show the limitations imposed by COVID-19 both in terms of the process (delays in decision-making, travel restrictions etc.) and results (reduced funding for social sectors due to the limited budget funds). The study also explores opportunities such as an increase in donor funding for social sectors owing to existing vulnerabilities or re-prioritization in state budgeting to expand emergency funding for priority needs. Such shifts can also encourage more effective management of funds and monitoring of results.

In close consultation with the main national partner (MEDT), UNDP developed a TOR for assessing the financing architecture in the country , which focuses on existing financing strategies, their alignment with budgeting process, and institutional and coordination framework. The assessment will complement the findings of the baseline assessment which was carried out earlier during the inception phase. It is expected that results from this assessment will be used by MEDT to prepare recommendations for establishing a National Development Financing Platform under the auspices of the National Development Council.

UN Women- in consultation with Gender Responsive Budgeting (GRB) experts from its Regional Office- has finalized the TORs for international and national experts who will lead the first gender budget analysis (GBA) in Tajikistan. Planned analysis focuses on the impact of budgetary measures and related policies on gender equality. Recommendations and policy actions will be shared and discussed with the government to mainstream gender and address gender inequalities.

- (3) **Financial policy development and financial advocacy activities:** relevant activities will be conducted following the completion of current baseline assessments.
- (4) **Capacity building for key stakeholders on SDG financing:** PUNOs, RCO and national stakeholders, attended the training on SDG financing and Integrated National Financing Framework (INFF) conducted by UN ESCAP, UNITAR and UNDP from January 18 to27, 2021to enhance their understanding of the concept and best practices.
- (5) **JP programme management:** PUNOs and RCO conducted a series of the project team meetings with other stakeholders to discuss the implementation, strategy and coordination of work plans and provided regular updates communication with stakeholders regularly.
- (6) **Mobilization of financial resources:** PUNOs are pursuing to create synergies with other projects, especially related to the ongoing support to the Government in the formulation of the Mid-term Development Programme 2021-2025 and strengthening national dialogue on alternative financing. For example, using existing resources UNDP has already started advocacy work with national counterparts to strengthen institutional framework for an innovative financing facility which is planned under Output 1.4.

[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 JP implementation was impacted by the outbreak of COVID in the country and physical distancing measures imposed by the Government. This resulted in revising the work plan and some of the planned activities were moved from 2020 to 2021. Many of these activities related to capacity development. Partner ministries and agencies faced business continuity constraints that impacted their capacity to shift from face-to-face meeting to an online mode. In this regard, UNDP supported MEDT with access to Internet, modems and equipment, and also trained MEDT personnel on the use of Zoom and other networking platforms.

The change in the nomination of the lead government agency also caused delays. As a result, the PSC could not be held earlier. When the project was designed, MoF was assigned as the main government counterpart. However, after the JP was approved, the GoT advised the UN that MEDT would lead the project. MEDT has a broader mandate and serves as government's coordinating body for the SDGs. There were further changes in the structure of MEDT, with replacement of the key government officials who had engaged in the project at the initial stage. This also delayed the initiation of the project activities, as PUNOs had to do several consultations with the MEDT and brief the new team about the project plans and seek their agreement before moving ahead with the assessments.

[A.1.5. COVID-19 and other strategic alignment](#)

JP is supporting a stronger alignment of the national strategic plans with national financing strategies and budgeting. The national Mid-term Development Program (MTDP) for 2021-2025 was developed by in 2020 which looks into the impact of COVID19 impact and includes the national priorities stipulated in the National Action Plan to mitigate the risk of COVID on socio-economic development of Tajikistan and plans prepared by the Ministry of Health and Social Protection and MEDT. These include actions on 1) prevention and reducing the national economy's exposure to potential risks of COVID-19, and 2) COVID 19 Country Preparedness and Response Plan. JP activities are also aligned with UN's integrated socio-economic response to Covid-19 (ISEF).

- All the ongoing assessments under the JP are considering the impact of COVID-19, economic slowdown and relevant policy measures, especially for vulnerable groups. These assessments include relevant risk analysis and mitigation measures that can contribute to socio-economic recovery. For example, assessment of financing architecture includes provisions to assess the impact of COVID-19 on financing landscape of the country. It is expected that assessment will provide recommendations to ensure that an equitable recovery and proactive measures to mobilize blended and alternative sources of financing.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Assessment & diagnostics	<input type="checkbox"/>	<input checked="" 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 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"/>	

PUNOs are conducting assessment and diagnostics of the financing landscape in the country and resources needed for reaching the SDGs. These studies will build on the rapid DFA and costing of children-related SDGs exercises conducted earlier. The results of initial diagnostics will be complemented with additional assessments planned for 2021. For detailed information, please refer to INFF Dashboard.

A.2.2. Thematic focus

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

Briefly explain:

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): 2.0

- UN Agencies (UNICEF and UN Women) prepared the ToR for a fiscal space assessment and development of a financing roadmap together to ensure that it is gender responsive. All the activities will embed gender mainstreaming. Based on principles of gender equality, women and girls' empowerment and attention to special needs, gender-disaggregated analysis will help to identify the relationship between fiscal spending and how it affects women and men.
- UNICEF is also developing a tool for tracking and reporting of on-budget gender-disaggregated SDG financing. Age and gender disaggregation of data will be key indicators for reporting and tracking systems.
- PUNOs are also planning several capacity development workshops including trainings for government officials and other stakeholders which will include, ideally, 40 percent or more female participants.

[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		<p>Output 1.3: Fiscal space of the government budget has been comprehensively assessed, with education sector as the pilot, leading to the formulation of policy measures to substantively improve efficiency in the use of public resources, including for women and girls;</p> <p>Output 2.2: The government has operationalized the integrated tool for tracking and reporting of on-budget gender-disaggregated SDG financing vis-à-vis national SDG targets, which is linked to the National SDG Financing Roadmap and informs the legislature.</p>	In progress
Children		Output 1.3 and 2.1: education sector as the pilot sector	In progress
Youth			
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...)			
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

- The JP was presented to the development partners – members of the Development Coordination Council (DCC) Group on PFM with the aim to coordinate efforts in supporting PFM reforms. The project was also discussed with the Economic Impact Group which includes IFIs, bilateral agencies, and donors supporting macroeconomic initiatives in the country. In particular, the project will reach out to World Bank, International Monetary Fund, and European Union that are engaged in public finance. PUNOs expect greater cooperation with development partners and to leverage existing projects support PFM reforms. The project was also presented to the members of the DCC Education Group to further coordinate development partners’ efforts in education sector financing and costing support and leverage additional partnerships. This implies greater cooperation with UNESCO, WFP and other key actors in the area. During these meetings, PUNOs and RCO introduced the overall strategy and work plans, exchanged experience and lessons learned on costing and budgeting initiatives and sub-national budget assessments.

A.3 Update on events and partnerships

A.3.1. Events

Type of event	Yes	No	Comments
JP launch event	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>The Programme Steering Committee took place on December 24, 2020. All the relevant stakeholders took part in this event. Besides government representatives, selected donor agencies and IFIs involved in PFM in the country were invited to this event. The event was organized with option for participants to attend in person or virtually.</i>
Annual donors’ event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Relevant event will be planned in the first half of 2021</i>
Partners’ event **	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>JP was presented at the Donor Coordination Council meetings (PFM Working Group, Economic Impact Group, and Education Working Group)</i>

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

- Several joint meetings were organized with government partners, including Parliament to discuss implementation strategy and work plan.
- The JP was introduced and discussed with the IFIs in DCC meetings, including WB, IMF, ADB, etc.
- Consultations with civil society and private sector were included as part of the ongoing assessments.

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

- PUNOs and RCO are currently developing a communications plan. It will be ready in the first quarter of 2021.

B. Annual Results (MAXIMUM 3 PAGES)

B.1. SDG acceleration

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

SDG: Goal 1: End poverty in all its forms

SDG: Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

SDG: Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

- Assessment on improving efficiency and equity of public resources allocation and mobilization of resources from a variety of sources"; policy recommendations to be formulated;
- Assessment on mobilization of additional financial resources and innovative financing; policy recommendations to be formulated;
- Efforts to strengthen partnerships with other development partners;
- Preliminary work in the education sector as the pilot for other sector assessments;
- Fiscal space assessments at sub-national level initiated with an aim to strengthen inter-governmental fiscal transfer and support for districts.

B.2. Contribution to Fund's global results

- (Revised) Outcome:1.1: One integrated multi-sectoral policies accelerated SDG progress in terms of scope is planned to be developed and approved in 2021. The thematic focusses of the JP (education, children, gender) is planned to expand/apply to other thematic areas, including vulnerable groups of population and other sectors. Outcome 1.2: One integrated multi-sectoral policies accelerated SDG progress in terms of scale is planned to be developed and approved in 2021. Fiscal space assessment at local level will formulate relevant policy recommendations which aim to be adopted at national level.
-
- (Updated) Output: Indicator 4.1: one integrated financing strategy was first planned to be tested in 2020, which is now planned for 2021. The integrated financing strategy is now planned to be formulated based on existing assessment results and results of relevant baseline assessments being conducted now. Indicator 4.2: One integrated financing strategy was first planned to be implemented with partners in lead, which was moved as a target for 2021. Upon the completion of the integrated financing strategy and discussion with stakeholders, it aims to be approved and implemented by the government in 2021.

B.3. JP Outputs and outcomes

Achievement of outputs:

Output 1.1: ToR for the national consultant to support the MEDT with elaboration of requirements for the Working Group on Financing within National Development Council is drafted and coordinated with MEDT; The discussion on creation of the High-level platform under NDC initiated. The ToR for the coordination of activities between ministries and agencies was elaborated and agreed with MEDT. Meeting with MEDT focal point to discuss the ToR for the Platform conducted and main points coordinated.

Output 1.2: Initial stakeholder discussion was conducted; development of methodology for the roadmap is in progress.

Output 1.3: Initial stakeholder discussions, including consultation with education sector stakeholders were conducted; development of methodology for the roadmap is in progress.

Output 1.4: Initial meetings and discussions with national partners were conducted, with a proposal to create a Taskforce on alternative/innovative financing. The ToR for the Taskforce and national dialogue are being developed

Output 1.5: Training modules on planning, budgeting and monitoring of SDGs, NDS and MTDP are being developed; meeting with representative of the Committee for Economy and Finance to discuss joint activities; ToR for the expert on capacity building of Parliament members on SDGs was drafted.

Output 2.1: ToR was developed. A national institution was hired for this assignment. Methodology was developed and the assessment is in progress; training is also planned.

Output 2.2: ToR for the expert on development of tools for SDG budgeting and monitoring was drafted and under review by the Government; ToR for gender budget analysis was drafted, consultations with GRB expert in Regional Office for the finalization of the document.

Output 2.3: N/A (adjustment of timeframes based on the implementation progress: this will be considered in the second year of implementation)

Achievement of outcomes:

Outcome 1: UNDP started negotiations with MEDT which serves as the Secretariat of National Development Council to establish a National Development Finance Platform. A national expert was hired to conduct an assessment on the financial architecture for SDGs and identify institutional bottlenecks and recommendations for stronger coordination and accountability framework.

Outcome 2: Initial stakeholder discussions were conducted; baseline assessments were under implementation.

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**

N/A. Relevant assessments are in progress. JP strategic documents will be produced in 2021.

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

C.1 Upcoming activities

- There are several key priorities for 2021 which are interrelated and feed into the formulation of the SDGs Roadmap. An important input in that process is the completion of the fiscal space assessment which will focus on selected sectors. Alongside this, a review will be carried out to identify challenges in attracting extra-budgetary funds for the implementation of the NDS and SDGs. Moreover, district profile mapping tool and formula-based methodology for the allocation of inter-governmental fiscal transfers to vulnerable districts will be carried out. At the institutional level, an assessment of the financing architecture is already planned which will help to better understand the processes for prioritization and decision-making in allocation of public funding. The findings from the assessment will help to operationalize the Development Finance Platform, a forum which will strengthen the interface between development policies and financing. In parallel, PUNOs will explore the possibility of tapping into innovative and alternative sources of financing. Work on gender responsive budgeting will be further advanced. Besides analytical work, there will be lot more focus on capacity development not only to share results from various assessments, but also to provide training to government agencies to improve policies and procedures.
- Provide a brief narrative about the JP's specifics expected annual results (outputs and outcomes) for 1 Jan 2021 – 31 Dec 2021.

By the end of year, fiscal space assessment will be successfully completed, and relevant policy recommendations with respect to SDG financing formulated. A diagnostic to identify financing bottlenecks will also be finalized. A tool for reporting on-budget financing for SDGs will be ready. As a result of these deliverables, it is expected that the Government will be able to take action on least 30% of policy recommendations in the education sector as well as the PFM system as a whole. sharing.

The NDC Secretariat will be better equipped to provide cross-sector coordination to support sustainable development agenda. Several outputs will contribute in strengthening the role of the NDC Secretariat. Among others, a stocktaking exercise, agreed terms of reference for the Development Financing Platform, as well as high-level dialogue on SDG financing with the line ministries, Parliament, and CSOs will be the key outputs in 2021.

Lastly, after completing a gender budget analysis, a practical tool on gender responsive budgeting will be developed. The tool will be designed in partnership with MoF, MEDT and MoES. Besides them technical assistance will be provided to SCISPM to use gender makers in appraising and the implementation of large investment projects in Tajikistan.

gender module/marker in its Investments Project Management.

More than 250 government staff will benefit from capacity development and knowledge.

C.2. Expected changes

N/A

C.3. Risks and mitigation measures

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

- Yes**
 No

Summary of changes made in the Risk Matrix:

- Lack of political will and ownership as a potential risk was lowered from high to medium, as stakeholders, in particular national government, have shown strong committed to lead and implement the JP.
- Covid-19 related risks and mitigating measures have been added to the Risk Matrix.
- Risk of lack of relevant, credible and available information has been increased from medium to high, as we see its possible impact could increase from "Minor" to "Major". Evidence generation might face some challenges, considering the availability of data, including disaggregated data. This could affect ongoing assessments. Mitigating measures: Following the joint discussion, the government has agreed to grant PUNOs and RCO access to relevant data and information. PUNOs also plan to conduct data collection activities, including interviews and surveys.
- Likelihood of "high staff turnover and lack of capacity in government partners to introduce the national integrated resource mobilization framework" lowered from "likely" to "possible": PSC, including ministries, has approved and supported JP's capacity development training plans. The technical and managerial capacity of staff in the ministries and local government bodies is foreseen to be strengthened.
- Detailed updates and respective mitigation measures are listed in the attached file.

Annex 1: Consolidated Annual Results

1. JP contribution to global programmatic results (annual)

Joint SDG Fund Global Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale
(Update table below)

Indicators	Target 2020	Result 2020	Target 2021
1.1: # and % of Joint Programmes in which integrated multi-sectoral policies have accelerated SDG progress in terms of scope	N/A	N/A	1
1.2: # and % of Joint Programmes in which integrated multi-sectoral policies have accelerated SDG progress in terms of scale	N/A	N/A	1

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	1	
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	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	0	1	

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: There was a lot of collaboration not only among the PUNOs and RCO, but also with other UN Agencies in the country. This has created a solid platform for the UN to provide coherent policy and technical support to the national counterparts. JP has contributed to UNCT's joint efforts on supporting the Government of Tajikistan in achieving SDG targets at national and sub-national levels, as well as responding to the Covid-19 pandemic. GoT has recognized this joint effort and considers it to be one of their strategic initiatives that can accelerate the progress on the SDGs..

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: PUNOs and RCO have often organized joint meetings with the government, including formal and informal discussions. This has considerably reduced the burden for our national counterparts. Also, there has been a smooth exchange of information, there are synergies, and greater coherence in our approach. Several assessments were planned together which has resulted in cost savings.

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

Yes

No

Explain briefly: In 2020, the JP was aligned with the UNCT Results Groups while developing UNDAF JWPs for 2021-2022.

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: Increased, targeted and more transparent financing of the SDGs via strengthened national multi-stakeholder dialogue, oversight and policy.						

<p>Outcome Indicator 1.1: Existence of high-level dialogue platform on SDG financing.</p>	<p>Sustainable and effective dialogue platform on SDG financing does not exist</p>	<p>Development Finance Platform (DFP) is established and operational under the National Development Council</p>	<p>UNDP started negotiations with the Ministry of Economic Development and Trade as Secretariat of National Development Council to establish a National DFP. The National expert is hired by UNDP to conduct assessment on financial architecture for SDGs and identify institutional bottlenecks and recommendations for stronger coordination and accountability framework.</p>	<p>Delay in implementation of the activity due to COVID outbreak and change the leading agency for the Project by the Government.</p>	<p>National SDG Financing Roadmap is endorsed by the government</p>	
<p>Outcome Indicator 1.2: Multi-stakeholder dialogue on alternative and innovative SDG financing options has commenced.</p>	<p>Lack of meaningful discussion on alternative and innovative SDG financing options</p>	<p>Evidence is generated via fiscal space assessment and diagnostic of financing bottlenecks, with education sector as the pilot</p>	<p>Assessment of alternative financing landscape was postponed to 2021 due to delayed launch of the project as a result of COVID outbreak and shifts in the key Government partners' structure.</p>	<p>COVID outbreak and shifts in the key Government partners' structure resulted in delays in start of relevant activities.</p>	<p>Generated evidence is used in policy discussions on alternative and innovative SDG financing options</p>	
<p>Output 1.1: The government has operationalized the Development Finance Platform under the National Development Council (NDC) to institutionalize high-level policy dialogue on SDG financing.</p>						
<p>Output Indicator 1.1.1: The NDC creates a 14th working group on NDS/SDG financing.</p>	<p>None of the 13 working groups in the NDC are focusing on NDS/SDG financing</p>	<p>Working group in the NDC is created, focusing on NDS/SDG financing matters</p>	<p>ToR for the national consultant to support the Ministry of Economic Development and Trade with elaboration of requirements for the Working Group is drafted and coordinated with MEDT</p>	<p>Implementation will be accelerated in 2021, as in 2020 it was not possible due to COVID and shifts in the Government.</p>	<p>14th working group in the NDC is created, focusing on NDS/SDG financing matters</p>	

<p>Output Indicator 1.1.2: The Development Finance Platform (DFP) is fully operational under the NDC.</p>	<p>High-level Development Finance Platform (DFP) does not exist</p>	<p>Government endorses the creation of a high-level DFP under the NDC</p>	<p>The discussion on creation of the High level platform under NDC initiated. The ToR for the coordination of activities between ministries and agencies was elaborated and agreed with MEDT. Meeting with MEDT focal point to discuss the ToR for the Platform conducted and main points coordinated.</p>	<p>Implementation will be accelerated in 2021, as in 2020 it was not possible due to COVID and shifts in the Government.</p>	<p>DFP meets at least once biannually</p>	
<p>Output 1.2: The government has endorsed the long-term National SDG Financing Roadmap, which aligns with national development priorities and sector strategies.</p>						
<p>Output Indicator 1.2.1: A mechanism in place to systematically collect and analyze data/inputs from national and international stakeholders on SDG financing.</p>	<p>No mechanism in place to systematically collect and analyze data/inputs on SDG financing</p>	<p>Inputs from stakeholders are systematized and analyzed by the DFP/NDC Working Group.</p>	<p>N/A</p>	<p>Implementation will be accelerated in 2021, following the creation of DFP/NDC Working Group</p>	<p>Based on provided inputs, the roadmap is adequately costed</p>	
<p>Output Indicator 1.2.2: The national SDG financing roadmap is developed, with focus on women and girls.</p>	<p>National SDG Financing Roadmap does not exist</p>	<p>Roadmap is drafted and thoroughly discussed among stakeholders.</p>	<p>ToR was developed; initial stakeholder discussion was conducted; international consultancy institution was on hired for this assignment and is developing the methodology</p>	<p>Roadmap will be developed based on the assessment results of other JP activities</p>	<p>Roadmap is endorsed by the government, with implementation plan and timelines.</p>	
<p>Output 1.3: Fiscal space of the government budget has been comprehensively assessed, with education sector as the pilot, leading to the formulation of policy measures to substantively improve efficiency in the use of public resources, including for women and girls.</p>						

<p>Output Indicator 1.3.1: A comprehensive assessment of the government's fiscal space is completed, with education sector as the pilot (and focusing on women and girls).</p>	<p>In-depth fiscal space assessment of the education sector is significantly outdated or does not exist</p>	<p>Fiscal space assessment is successfully completed, and relevant policy recommendations with respect to SDG financing are formulated.</p>	<p>ToR was developed; initial stakeholder discussions, including consultations with education sector stakeholders were conducted; international consultancy institution was on hired for this assignment and is developing the methodology</p>	<p>Delay in implementation of the activity due to COVID outbreak and delays in government response</p>	<p>None</p>	
<p>Output Indicator 1.3.2: Efficiency in the use of public resources is substantively and sustainably improved.</p>	<p>Efficiency improvements in PFM/education are marginal, as evidenced by PEFA assessment and PER from earlier years</p>	<p>None</p>			<p>Government implements at least 30% of actionable policy recommendations (in education sector and PFM system as a whole).</p>	
<p>Output Indicator 1.3.3: Key beneficiaries and target groups are informed about the assessment and its key findings/recommendations.</p>	<p>Beneficiaries and target groups have never discussed fiscal space assessment in the education sector</p>	<p>At least 50 central government officials and at least 200 individuals representing target groups, including at least 40% women, are informed.</p>	<p>N/A</p>	<p>Implementation will be accelerated in 2021, following the completion of fiscal space assessment</p>	<p>At least 100 central government officials and at least 200 more individuals representing target groups, including at least 40% women, are informed.</p>	
<p>Output 1.4: Multi-stakeholder dialogue on alternative and innovative SDG financing options has been initiated, leading to the formulation of actionable policy recommendations.</p>						
<p>Output Indicator 1.4.1: The national dialogue on alternative and innovative SDG financing options is effective and participatory.</p>	<p>The national dialogue on SDG financing is weak and disjointed</p>	<p>At least 2 coordination meetings are held within DFP / NDC, using evidence generated by the programme.</p>	<p>Initial meetings and discussions with national partners were conducted, with a proposal to create a Taskforce on alternative/innovative financing. The ToR for the Taskforce and national dialogue are under elaboration currently</p>	<p>Implementation will be accelerated in 2021, as in 2020 it was not possible due to COVID and shifts in the Government.</p>	<p>At least 30% of all policy recommendations (from evidence generated through the joint programme) are discussed at DFP / NDC and implemented by the government.</p>	

Output Indicator 1.4.2: Estimated inflow of off-budget financial resources for NDS and SDG targets is increased.	Financing to achieve the national SDG targets covers only 6.7% of the gap	None	Due to COVID outbreak and delay initiation of the project the activity shifted to 2021	ibid	An action plan is formulated to facilitate or leverage alternative sources of financing for NDS and SDGs, feeding into the National SDG Financing Roadmap.	
Output Indicator 1.4.3: Relevant technical and managerial staff in partner institutions are trained on policy-based budgeting, gender responsive budgeting, SDG financing, and other relevant topics.	Targeted training of relevant staff at technical and management level is largely ad hoc and uncoordinated	At least 100 staff at technical level and 40 staff at managerial level, including 40% women, are trained.	Due to COVID outbreak and delay with Steering Committee meeting the activity shifted to 2021	ibid	At least 300 staff at technical level and 80 staff at managerial level, including 40% women, are trained.	
Output 1.5: Oversight of SDG financing by the Parliament has been strengthened.						
Output Indicator 1.5.1: The strength of Parliamentary oversight of SDG financing is enhanced through training.	Parliamentary oversight of SDG financing is non-existent	100% of staff, including women in the Parliamentary committees complete at least 3 professional training courses on budgeting, planning and SDGs.	Training modules on planning, budgeting and monitoring of SDGs, NDS and MTDP are at the stage of elaboration.	ibid	100% of staff, including women in the Parliamentary committees complete at least 3 additional professional training courses on budgeting, planning and SDGs.	
Output Indicator 1.5.2: Staff in the Parliamentary Economy and Finance Committee (PEFC) are trained on principles of gender responsive budgeting in the context of SDG financing.	Gender responsive budgeting does not exist in Tajikistan	100% of staff, including women, in the PEFC are trained.	The meeting with representative of the Committee for Economy and Finance to discuss joint activities conducted. ToR for the expert on capacity building of Parliament members on SDGs is drafted.	ibid	100% of staff, including women, in other sectoral and thematic Parliamentary committees (besides PEFC) are trained.	

<p>Output Indicator 1.5.3: Primary and secondary legislation is reviewed to ensure Parliamentary access to high-quality evidence and information on SDG financing.</p>	<p>Parliament does not request (or have access to) evidence or information on SDG financing</p>	<p>A summary report is prepared with key findings from the review of primary and secondary legislation.</p>	<p>Postponed to 2021</p>	<p>ibid</p>	<p>Recommendations for legislative / regulatory changes are refined and discussed with Parliament and at DFP.</p>	
<p>Outcome 2: Integrated SDG financing mechanism through evidence-based on-budget, alternative and innovative financing solutions for the achievement of national SDG targets.</p>						
<p>Outcome Indicator 2.1: Tailored SDG financing tools are integrated in the government's budgeting system.</p>	<p>Integrated tools to monitor, measure and analyze SDG financing in the government's budgeting system do not exist</p>	<p>The concept (incl. methodology, technical guidelines, required regulation, etc.) to adopt SDG financing tools, based on evidence, is developed and agreed among stakeholders.</p>	<p>Initial stakeholder discussions were conducted; baseline assessments were under implementation</p>	<p>Delay in implementation of the activity due to COVID outbreak and change the leading agency for the Project by the Government.</p>	<p>Integrated SDG financing tools are tested and fully institutionalized in the government's budgeting system</p>	
<p>Output 2.1: Systemic off-budget financing bottlenecks have been diagnosed, with education sector as the pilot, leading to the formulation of recommendations for facilitation or leveraging of alternative sources of financing to achieve the national SDG targets.</p>						
<p>Output Indicator 2.1.1: A diagnosis of systemic financing bottlenecks is completed, with education sector as the pilot (and focusing on women and girls).</p>	<p>Systemic diagnostic of financing bottlenecks in the education sector has never been carried out</p>	<p>Diagnostic to find financing bottlenecks is completed, and relevant policy recommendations with respect to SDG financing are formulated.</p>	<p>ToR was developed. A national institution was hired for this assignment. Methodology was developed and the assessment is in progress</p>	<p>Delay in implementation of the activity due to COVID outbreak and delays in government response; diagnosis will be completed in Feb, 2021</p>	<p>None</p>	
<p>Output Indicator 2.1.2: Key beneficiaries and target groups are informed about the diagnostic and its key findings/recommendations.</p>	<p>Beneficiaries and target groups have never discussed systemic financing bottlenecks in the education sector</p>	<p>At least 50 central government officials and at least 200 individuals representing target groups, including at least 40% women, are informed.</p>	<p>Training arrangement was planned</p>	<p>Following the completion of the diagnosis, trainings are planned to be conducted in March 2021</p>	<p>(2) At least 100 central government officials and at least 200 more individuals representing target groups, including at least 40% women, are informed.</p>	
<p>Output 2.2: The government has operationalized the integrated tool for tracking and reporting of on-budget gender-disaggregated SDG financing vis-à-vis national SDG targets.</p>						

<p>Output Indicator 2.2.1: The current budgeting systems are thoroughly assessed, including with respect to gender responsive budgeting.</p>	<p>Budgeting systems have not been assessed <i>vis-à-vis</i> NDS/SDG financing needs</p>	<p>A desk review is prepared and discussed among the stakeholders.</p>	<p>ToR was developed. A national institution was hired for this assignment. Methodology was developed and desk review is in progress</p>	<p>Delay in implementation of the activity due to COVID outbreak and delays in government response; desk review will be completed in March, 2021</p>	<p>Based on the desk review, policy recommendations are formulated and discussed at the DFP/NDC.</p>	
<p>Output Indicator 2.2.2: Relevant staff in partner government institutions, including women, have the capacity to use the new mechanism.</p>	<p>No staff trained on the use of the new mechanism</p>	<p>40 (including at least 40% women)</p>	<p>Training arrangement was planned</p>	<p>Following the completion of desk review, trainings are planned to be conducted in March 2021</p>	<p>100 (including at least 40% women)</p>	
<p>Output Indicator 2.2.3: A mechanism (i.e. tool) for monitoring and reporting of on-budget public expenditure (<i>vis-à-vis</i> SDGs) is in place.</p>	<p>No mechanism or tool in place</p>	<p>Concept for monitoring and reporting of SDG financing is endorsed by the government.</p>	<p>ToR for the Expert on development of tools for SDG budgeting and monitoring is drafted and under review by the Government.</p>	<p>Implementation will be accelerated in 2021, as in 2020 it was not possible due to COVID and shifts in the Government.</p>	<p>Mechanism & tools are fully institutionalized and used in policy formulation.</p>	
<p>Output Indicator 2.2.4: Gender mainstreaming analysis and guide developed</p>	<p>Gender is not considered as part of the budgetary process</p>	<p>Gender sector analysis completed; capacity development training for officials; preparation of Guide on GRB Implementation</p>	<p>ToR for gender budget analysis was drafted, consultations with GRB expert in Regional Office for the finalization of the documents are in place.</p>	<p>Delay in implementation of the activity due to COVID outbreak and change the leading agency for the Project by the Government.</p>	<p>Practical Guide on GRB Implementation in Ministries and Institutions developed; Piloting GRB completed; gender responsive recording module introduced in SCISPM</p>	
<p>Output 2.3: District profile mapping (or vulnerability mapping) tool has been institutionalized by the government to guide the formula-based allocation of inter-governmental fiscal transfers (IGFTs) and measure the performance of SDGs at district level.</p>						
<p>Output Indicator 2.3.1: Resilience and Vulnerability Atlas (RVA) is refined, updated and embedded in the MoEDT and the MoF.</p>	<p>Vulnerability mapping is in a pilot phase, but has not yet been nationally adopted</p>	<p>District profile mapping (vulnerability mapping) is fully developed and updated on the basis of stakeholder consultations.</p>	<p>N/A</p>	<p>Adjustment of timeframes based on the implementation progress: this will be conducted during the second implementation year</p>	<p>District profile mapping concept is endorsed by the MoEDT and MoF, and the tool is piloted in the government systems.</p>	

Output Indicator 2.3.2: Formula-based methodology for the allocation of IGFTs is developed and linked to district profile mapping.	The allocation of IGFTs is not linked to RVA (district profile mapping) and is not equitable or transparent	Methodology is developed for a formula-based allocation of IGFTs and its linkage to district profile mapping.	N/A	Adjustment of timeframes based on the implementation progress: this will be conducted during the second implementation year	Formula-based methodology is reviewed and endorsed by the government.	
Output Indicator 2.3.3: Relevant staff in partner government institutions, including women, have the capacity to use the new tool.	No staff trained on the use of the new tool	100 staff are trained on the use of the new tool/system (including at least 50% women).	N/A	Adjustment of timeframes based on the implementation progress: this will be conducted during the second implementation year	400 staff are trained on the use of the new tool/system (including at least 50% women).	

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
N/A		

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
Draft Mid-Term Development Programme 2021-2025	January 2021	Contribution to elaboration and review of the draft MTDP 2021-2025, with particular focus on financing.

Annex 3: List of strategic communication documents

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

Yes

No

Explain briefly: Under the RCO leadership, the communication focal points in the PUNOs have put together a draft plan which is currently being reviewed. The communication plan for the JP will be ready in the first quarter of 2021

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 expenditure in 2020. Expenditures are planned in 2021.

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

Yes

No

Explain briefly: N/A

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

Yes

No

Explain briefly: The SDG Fund Tajikistan page is a great resource when introducing the JP to other partners.

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: N/A

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: 1

Explain briefly: Press release of the first PSC meeting

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

Yes

No

Total number: N/A (Not mandatory)

Explain briefly: N/A

Multi-Media Faucets

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
Government and United Nations in Tajikistan met to discuss financing framework for achievement of national priorities and SDGs	12/20	The First Deputy Minister of Economic Development and Trade, Mr. Ashurboy Solehzoda, and the UN Resident Coordinator a.i. Mr. Oleg Guchgeldiyev, convened a meeting of senior decision-makers from government, the United Nations and national and international development partners, to discuss the financing framework for achieving national development priorities and the Sustainable Development Goals 2030.

		(https://tajikistan.un.org/en/106414-government-and-united-nations-tajikistan-met-discuss-financing-framework-achievement)

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:	Impact:	Mitigating measures	Responsible Org./Person
	(Likelihood x Impact)				
	High - 9-25	Certain - 5 Likely - 4	Extreme - 5 Major - 4		
	Medium - 6-8	Possible - 3	Moderate - 3		
	Low - 1-5	Unlikely - 2 Rare - 1	Minor - 2 Insignificant - 1		
Contextual risks					
Lack of political will and ownership to implement the Joint Programme at central and sectoral levels, leading to an increasing number of unsupported or overlooked interventions at policy or technical level, or critical elements of the Joint Programme being driven mainly by external stakeholders (i.e. PUNOs).	Medium (8)	Unlikely (2)	Major (4)	The National Development Strategy for the period until 2030 is a government strategy, officially endorsed by the Government of Tajikistan, and is strongly linked to SDGs. Mid-term development plans are designed to ensure that implementation of the NDS is owned by the government, translating into the achievement of SDG targets. Besides, strengthened governance arrangements include structures - such as the National Development Council - which ensure that reform implementers are better empowered and supported by high-level strategic decision makers. PUNOs and RCO maintain dialogue with government partners and adjustments have been made in the work plan based on the feedback received.	PUNOs, government partners
Exacerbation of direct and indirect consequences of economic downturn or economic crisis - e.g., aggravated by the spread of COVID-19 or rising fiscal pressures - leading to reduced policy space and relatively low priority being given by the government to implementing the Joint Programme.	High (16)	Likely (4)	Major (4)	Appropriate safeguards will be in place by the MoEDT and the MoF to mitigate the risk of significant economic downturn (e.g., due to currency or price volatility, or external factors affecting trade and migration flows). Although some elements of the Joint Programme may be postponed or delayed in the presence of severe economic risks, their implementation will be resumed once the situation improves. The MoF and the MoEDT will update PUNOs on risks at regular intervals through dialogue structures at programme level (e.g., coordination meetings and performance reviews).	Partner governments, PUNOs

<p>COVID-19 related: a). Travel missions might be affected; b). Communications with stakeholders might be affected; c). The assessments of the programme need to consider the impacts of COVID-19 in national financing; d). The progress might be delayed as stakeholders are likely to conduct additional COVID-related tasks; e). Funding for social sectors might be affected due to the budget scarcity/possible increase in donor funding/re-prioritization in state budgeting.</p>	<p>High (12)</p>	<p>Likely (4)</p>	<p>Moderate (3)</p>	<p>Risk analysis and mitigation measures owing to the pandemic were required in the inception phase of JP assessments. Partner ministries and agencies faced business continuity constraints that impacted their capacity to shift from face-to-face meeting to an online mode. In this regard, UNDP supported MEDT with access to Internet, modems and equipment, and also trained MEDT personnel on the use of Zoom and other networking platforms. PUNOs maintained dialogue with the stakeholders, including development partners to leverage related initiatives and additional financial resources;</p>	<p>Partner governments, PUNOs</p>
<p>Programmatic risks</p>					
<p>Unclear vision and direction of travel with regards to follow-on interventions/activities which build on the results achieved by the Joint Programme. As a result, the programme will not necessarily contribute to achieving SDG targets. Future support by national and international stakeholders will be in doubt in the absence of a clear vision or continuity.</p>	<p>Low (4)</p>	<p>Unlikely (2)</p>	<p>Minor (2)</p>	<p>The Joint Programme will fill the gap by establishing clear baselines, directionality and pace of proposed interventions. The vision and objectives vis-a-vis achievement of SDG targets will be uniformly shared by all designated stakeholders in Tajikistan, and appropriately aligned with the National Development Strategy for the period until 2030 and other national priorities.</p>	<p>PUNOs</p>
<p>Low level of interest and engagement from government partners, leading to delayed and/or incomplete implementation of the Joint Programme.</p>	<p>Medium (6)</p>	<p>Unlikely (2)</p>	<p>Moderate (3)</p>	<p>A more appreciative engagement through improved communications between PUNOs and government stakeholders will be pursued. For example, all major interventions will be supported by adequate communication or collaboration strategy to ensure that stakeholders have an opportunity to input and receive information on time to adapt to change. Better recognition and communication of results achieved should encourage engagement and greater interest from implementing stakeholders.</p>	<p>PUNOs</p>
<p>Implementation plans of the Joint Programme (i.e. the number of expected outcomes and outputs) prove too ambitious, undermining programme delivery and risking reputational consequences for all government partners and other stakeholders.</p>	<p>Medium (6)</p>	<p>Possible (3)</p>	<p>Minor (2)</p>	<p>Performance reviews will occur every 6 months for the duration of the Joint Programme to flex to changes in context and capacity, as well as maintain congruence, relevance and realism. The Joint Programme has the flexibility to crowd in other development partners and stakeholders to carry out proposed activities at scale. Furthermore, strong government leadership in programme implementation will also make it easier to ensure that implementation reflects factual capacity, as well as unmet needs.</p>	<p>PUNOs</p>

<p>Lack of coherence and clarity in the legislative framework, which will restrict government actors from working effectively, which may result in the failure of the Joint Programme to achieve expected results.</p>	<p>Low (4)</p>	<p>Unlikely (2)</p>	<p>Minor (2)</p>	<p>The Results Framework of the Joint Programme includes a number of milestones and targets to ensure that the Parliament is fully supportive of proposed changes and innovative solutions, e.g. district profile mapping or the national SDG financing roadmap. Primary and secondary legislation will be thoroughly reviewed to make sure that the institutionalization of proposed SDG financing tools is smooth and timely.</p>	<p>PUNOs</p>
<p>Lack of relevant, credible and available information to inform ongoing policy dialogue with regards to improving efficiency in the use of public resources and facilitation of alternative sources of financing to achieve SDG targets.</p>	<p>High (12)</p>	<p>Possible (3)</p>	<p>Major (4)</p>	<p>PUNOs will help the Government of Tajikistan to design assessment/study instruments, which maximize the utilization of existing data sets (such as from the government budget) and make use of the MoF's Financial Management Information System (FMIS) and the MoES' Education Management Information System (EMIS). Where possible, data will be validated through consultations with government stakeholders and development partners.</p>	<p>PUNOs</p>
<p>Institutional risks</p>					
<p>High staff turnover and lack of capacity in government partners to introduce the national integrated resource mobilization framework. Capacity building efforts are ineffective, leading to partial, incomplete and/or unsustainable implementation of the Joint Programme. Future reform implementation may be abandoned or delayed due to inherent risk of failure caused by severe capacity constraints and disruptive staff turnover.</p>	<p>High (12)</p>	<p>Possible (3)</p>	<p>Major (4)</p>	<p>All government partners and the Parliament are strongly committed to institutionalizing skills development (training and re-training) of personnel who will be responsible for operationalization of integrated SDG financing tools and dialogue platforms. Once complementary public administration reforms are in place, appropriate incentive structures can be introduced to attract and retain skilled professionals in partner government institutions. Moreover, a capacity building strategy and framework can be developed within the Joint Programme with the aim of having a more coordinated, standardized and cost-effective approach to capacity building in all participating government institutions. PUNOs will also press for a need to better measure the impact of training and other skills-development activities.</p>	<p>PUNOs, government partners</p>
<p>Poor willingness of policy makers in the government to use the data, information and other evidence generated for the formulation of coherent policy, enabling the creation of an integrated resource mobilization framework to achieve SDG targets.</p>	<p>High (9)</p>	<p>Possible (3)</p>	<p>Moderate (3)</p>	<p>PUNOs are working closely with government institutions and the Parliament to design and complete assessments envisaged by the Joint Programme, thereby enhancing ownership of generated evidence by the Government of Tajikistan. Evidence is generated on the basis of existing information based on official government statistics and knowledge base, which further strengthens the government's perception of credibility of this exercise.</p>	<p>PUNOs, government partners</p>

Poor coordination and sequencing of proposed interventions by the Government of Tajikistan, resulting in premature (or delayed) implementation, disjointed effort or duplication of support.	High (9)	Possible (3)	Moderate (3)	The Joint Programme encourages a stronger ability of the government to facilitate or leverage financing for implementation of its national priorities, many of which mirror SDGs. Hence, the government will highly engaged for it is in the government's interest to make sure that financial resources are secured for full and timely implementation of NDS and SDGs. Besides, the Steering Committee of the project will allow PUNOs to steer and encourage the government for greater coordination, sequencing and complementarity of proposed interventions with other reforms.	Government partners, PUNOs
Lack of coordination among partner UN organizations (PUNOs), leading to significant reputational risks and undermined credibility of partnership between UN Team and government.	Medium (8)	Unlikely (2)	Major (4)	The UN Resident Coordinator is monitoring the strength of coordination and communication between PUNOs within the framework of the Joint Programme, and will immediately escalate/address any issues to avoid reputational risks.	UNRC
Fiduciary risks					
Funds are poorly used and the link between disbursements and achievement of programme results is weak.	Medium (8)	Unlikely (2)	Major (4)	The fiduciary risks are managed by two levels of control: (i) first by channeling the funds through the UN system, PUNOs are liable for appropriate use of resources; and (ii) UN procurement and financial management guidelines will be applied, which are strong on compliance and control.	UNRC, PUNOs