



# Joint Programme 2021 Annual Progress Report

## SDG Financing Portfolio - Component 1

### Cover page

**UNCT/MCO:** Cuba

**Reporting Period:** 1 January - 31 December 2021

**JP title:** Support for the Development of an Integrated National Financing Framework for the SDGs in Cuba

**PUNOs:** Economic Commission for Latin America and the Caribbean, UNDP

**Government partner:** Ministry of Economy and Planning

**Target SDGs:** SDGs 17, 1, 3, 5, 8, 9, 10, 11, 15

**Gender Marker:** 1.83

**Approved budget:** USD 800,000

**Co-funding:** USD 91,860

**Total Disbursement by 2021:** USD 800,000

**Total estimated expenditures:** USD NA (est. Delivery rate: NA%)

**Total estimated commitments** (including expenditures): USD 464,217.7 (est. Committed rate: 58%)

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### Executive Summary

Despite the restrictions due to the Covid-19 crisis, in 2021 significant progress was made in the implementation of the JP. The inception phase was completed in February 2021. In the assessment & diagnostics phase, which is expected to conclude in January 2022, 11 products were developed, with an active participation of more than 120 national experts and more than 20 international experts. 14 workshops were organized, while 17 reports and 10 policy notes were elaborated. Three new methodological tools were made available to the authorities. Three major achievements were accomplished. First, the Policy Mapping was concluded, an exercise in which almost 60 experts participated for 5 months. Five documents summarize an in-depth analysis of the institutional gaps in 23 policy areas that impact financing for development in Cuba. These findings were crucial for preparing the binding restrictions report. Second, the financing needs to achieve the goals of national development plan were estimated with the leadership of an international consultant and the participation of 6 national experts. This is the first quantitative estimate of the financing needs of the national development plan and Agenda 2030 goal achievements. Thirdly, as part of the strengthening monitoring capacity a Draft Methodology Proposal was prepared to determine the economic dimension of the Lab Initiatives. Also, first Cuba SDG Indicators were presented and a

data structure improvement took place for a better Indicator display in the Lab SDG Platform, and finally, a draft proposal for the Training Program on gender equality and equity was concluded as a key principle in the financing of the SDGs. In 2021, Cuba suffered the highest wave of Covid-19 infections, and severe mobility and activity restrictions were imposed. In addition, the Cuban government launched the monetary unification process, which has had strong impacts on the allocation of resources and the national accounts. Both challenges have been handled satisfactorily and have not generally undermined the JP's achievement. In 2022, the policy recommendations phase of the JP will be implemented, with the elaboration of 8 final products approved by the Steering Committee. The final products include policy recommendations in areas identified in the assessment and diagnostics phase as critical for financing development in Cuba: public finances, external sources of financing, financing for productive transformation, and innovative financing mechanisms.

## Annual Progress

### Overall JP self-assessment of 2021 progress:

On track (expected results achieved)

**Comments on self-assessment:** Although the restrictions of Covid-19 forced to make some adjustments to the JP's work plan, all the expected results have been achieved. The inception phase was completed in February 2021 and the assessment & diagnostics phase expected to conclude in January 2022 with a workshop to present the main results. Outcome 1 of the work plan (current development financing architecture in Cuba assessed) was completed, while Outcome 2 (an SDG financing policy framework developed and articulated) has started and will concentrate the main activities in the final phase of the JP. Outcome 3 (strengthened monitoring and review mechanism) and 4 (strengthened institutional capacities and improved governance and policy coordination mechanisms) have achieved significant progress and will be completed in the coming months. In sum, 12 of the 26 activities of the work plan have been completed, 8 are currently implemented and 6 will be developed in the final phase of the JP.

### Overall progress and key developments to date (3 key JP milestones)

In 2021, the assessment and diagnostics phase was carried out. 11 major products were elaborated: i) stock-flow macroeconomic model, ii) financing needs of the national development plan, iii) mapping of 23 policies related to financing for development, iv) identification of binding constraints, v) risk evaluation, vi) "menu" of innovative financing mechanisms that may be relevant for Cuba, vii) diagnosis of the main mechanisms of governance and coordination, viii) discussion of ECLAC's innovative financing agenda, ix) advances in strengthening the capacities of the Lab SDG platform, x) improvement of the monitoring and reporting process, and xi) training and awareness program on financing with a focus on gender and generational issues. More than 120 national experts (mainly government officials and scholars) and more than 20 international experts (consultants and ECLAC, UNDP and RCO staff members) participated in these activities. 14 workshops were organized, while 17 reports and 10 policy notes were prepared. Three new methodological tools were developed and shared with the Cuban government. The main findings of these diagnoses are key inputs for the next phase of the JP: policy recommendations. The Steering Committee met twice in 2021 to monitor the progress of the JP. 3 key JP milestones were achieved in 2021: 1. The Mapping of Financing Policies was concluded. The exercise consisted of an in-depth analysis of the institutional gaps of 23 policies that impact development financing in Cuba. In July and September, three workshops were organized to present and discuss the main results of the exercise, while five documents summarizing the main conclusions were prepared and made available to the authorities. The workshops completed a 5-month work cycle in which almost 60 experts from government, academia, civil society, and the UN system participated. Their findings were crucial to prepare the binding constraints report. Both activities will provide very important inputs for the final phase of the JP (policy recommendations). 2. The financing needs of the national development plan were estimated. With the leadership of an international consultant and the participation of 6 national experts, the financing needs for the implementation of the government's national development plan for 2030, aligned with the 2030 Agenda, were estimated. Although some challenges were faced in such an estimation, due to both the quality

and availability of statistics, this is the first quantitative estimate of the financing needs of the plan that has been carried out in the country. A methodology that could be used to improve the estimate in the future was developed and shared with the authorities. In addition, the process allowed an in-depth discussion with and among the authorities on the definition and feasibility of the goals of the development plan. 3. The monitoring and review mechanism has achieved significant progress. With the support of international experts from the UNDP Regional SIGOB project and the participation of national experts, a proposal - draft Methodology - procedure was developed to determine the economic dimension of the SDG Cuba Lab Initiatives. The National Office of Statistics and Information (ONEI) as rector of the National Statistical System, worked on the proposal for updating SDG Indicators to a proper reporting of the first 44 indicators to be allocated in the Lab SDG platform. A Gender Technical task force presented mapping of gender-sensitive national and international experiences on financing SDG, which was used as input for the preparation of the proposal - draft Program Training / Awareness-raising on gender equality and equity as a key principle in the financing of the SDGs.

**Changes made to JP:** The JP Steering Committee agreed to request a three-month no-cost extension. The only change was the end date for JP, to ensure a better completion of the final products.

**Main Challenges:** 1. In 2021 Cuba suffered the highest wave of Covid-19 infections. Severe mobility restrictions were imposed that limited the organization of workshops and other face-to-face activities, as well as the full execution of the expenditures plan (e.g., official travel and workshops). At present, the health situation in Cuba is more stable (more than 85% of the population is fully vaccinated and two million people have received a booster dose), which made it possible to open the economy and lift restrictions at the end of 2021. 2. The Cuban government launched the process of monetary unification in January 2021. This process combines measures of devaluation, exchange rate unification, wage increases, reduction of subsidies and changes in price formation mechanisms, with strong impacts on relative prices, resources allocation, and national accounts, which could have significant impact on the assessment of the quantitative exercises conducted under the JP. Both challenges have been effectively managed and have not generally undermined the achievement of the expected results. Close collaboration has been built with the government and this has made it possible to adjust the work plan activities when needed and promote discussion on how to incorporate the potential impacts of monetary unification into JP exercises. In the next months, both challenges could persist, but perhaps at lower levels. The UN team has gained experience gained to address and mitigate their impact (close collaboration with authorities, virtual alternatives, new sources of statistics and reports).

## Updates on SDG financing framework

	Assessment			Governance
Inception phase	Diagnostics	Financing Strategy	Monitoring Review	Coordination
Completed (100%)	Advancing (50-99%)	Emerging (1-49%)	Advancing (50-99%)	Advancing (50-99%)

## Descriptions on progress by INFF building blocks

**Inception Phase:** In order to speed up the implementation of the workplan, especially due to the impact of the Covid-19 restrictions at the onset of the JP, the inception phase was adjusted. At first, the main efforts were dedicated to building the UN team, hiring the Cuban consultant to support the JP in the field, and setting up the Technical and Steering Committees. The first two activities of the JP were carried out as part of the inception phase: Prioritization of the SDGs and Financial Landscape Mapping. The implementation of these two activities was crucial to better understand the priorities of the government agenda and the financial outlook of the country. With these inputs, the Technical Committee analyzed and discussed a JP roadmap that was finally approved by the Steering Committee in February 2021. The roadmap was organized in four phases: i) inception phase, ii) diagnosis and evaluation phase, iii) policy recommendations phase and iv) ongoing implementation (beyond the conclusion of the JP). This roadmap has been met, only with minor adjustments.

**Assessment & Diagnostics:** The assessment & diagnostics phase was carried out through three main channels: 1. Quantitative analysis. The financing needs of the national development plan were estimated, based on a methodology previously applied in Latin American countries, adapted to the particularities of the Cuban economy. The exercise was carried out by 6 Cuban experts, one for each of the 6 strategic axes of the Cuban development plan, led by an international consultant. The ECLAC team developed a stock-flow macroeconomic model, in order to ask counterfactual questions about the costing results. The construction of this model is an additional activity to those initially foreseen in the ProDoc. It also represents a new tool that will remain available for the Cuban authorities. 2. Institutional analysis. Given the economic transformations that Cuba is undergoing, the analysis of institutional change has a special relevance. Policy Mapping was the most complex exercise carried out under the JP. During five months, almost 60 experts produced five books that summarize the main gaps in the design and implementation of 23 public policies related to the financing for development in Cuba. Based on these inputs and with the support of a group of experts who previously worked on the Policy Mapping, binding constraints were identified for 4 major areas: external financing, public budget, financial system, and financing for productive transformation. A scheme (“flower”) of 20 binding constraints summarizes the main institutional limitations to financing for development in Cuba. In addition, a survey was applied to 30 Cuban experts to assess and identify potential risks for financing for development. 3. Best practices. Two main activities were carried out to explore international best (and worst) practices in financing for development instruments and policies. An international consultant prepared a “menu” of innovative financing mechanisms which could be relevant for the Cuban case. The “menu” was discussed with the authorities in two workshops, in one of them the challenges of different actors in long-term financing were presented. In addition, a group of experts from the LSE and ECLAC officials are preparing studies on the international experience in the design and implementation of 7 key policy areas: export promotion, FDI attraction, public investment, capacity building, attraction of remittances, debt management and crowdfunding. This consultancy covers not only the analysis of international practices, but also includes policy recommendations. A report that discusses an Innovative Financing Agenda recently proposed by ECLAC for the region and its readings for the Cuban case was also prepared. This report was not initially foreseen in the ProDoc. The Financing Needs, Policy Mapping, Binding Constraints and Risk Evaluation exercises were designed considering the DFA and the building blocks guidance materials provided by the INFF platform but were adapted to the scope and goals of CIFFRA.

**Financing Strategy:** In December 2021, the Steering Committee approved 8 final products of the JP, which summarize the main policy recommendations of the INFF Financing Strategy. The design of these products will take place in the first half of 2022.

**Monitoring & Review:** Preparation of proposal - draft of Methodology - procedure to determine the economic dimension of the Initiatives of the Lab SDG Cuba. Two virtual meetings were held with international experts in which the experiences followed by other countries on these issues were analyzed. The key technical inputs that make the financial dimensions of the current list of initiatives reported on the platform viable were identified. Of the 3 ministries selected (Education, Health and Water Resources), the Ministry of Education presented the first estimate of value for their initiatives and was selected to carry out the piloting. Exchanges with best practices of international actors. Technical exchange was carried out (online) between the province of Chaco -Argentina and national actors sharing experiences of building budgets by destinations-programs with SDG logic. Also, two additional experiences has been identified supported by UNDP regional Office (RBLAC) for conduct future technical exchange among Cuba and Panama and Mexico National entities. Updating the set of SDG indicators to report Cuba in the LAB SDG Platform. Several work sessions were held with the team of experts from SIGOB Regional project, MEP and ONEI to analyze the set of SDG indicators reporting in the LAB and produce a data structure improvement for a better Indicator display in the Platform promoting a multidimensional and disaggregated information perspective. Enlargement of the LAB SDG Platform. The SDG LAB as a tool has been legitimized through the Resolution No. 18/2021 issued by MEP in which the SDG Platform is considered a key institutional mechanism to support of the implementation of the 2030 Agenda for Sustainable Development. A training (online) was developed with all the provincial governments and coordinators of the territorial development group. The exercise of expanding the number of Initiatives of the Actors and Territories in the SDG Laboratory continues. Currently, 529 development initiatives are reported on the LAB SDG Platform. The draft Training and Awareness-raising Program on gender equality and equity as a key principle in SDG financing to leave no one behind. A Technical Group on Gender was created -integrated by national and academic actors who has domain and mandate on these issues- and generated a first identification of Cuba initiatives on gender – finance perspective. The recorded information was validated by the group showing relevant evidence of the initiatives/projects implemented by public and private actors. A map-

ping of national and international gender-sensitive experiences on financing for development was carried out. This study was used as input for the design of the draft Training and Awareness Program on gender equality and equity as a key principle in the financing of the SDGs.

**Governance & Coordination:** The governance mechanisms of CIFFRA (Cuban Integrated Financing Framework) include a Steering Committee, whose main functions are to provide strategic guidance and supervision for the implementation of the INFF, to ensure alignment with national priorities, the SDGs and the UN Sustainable Development Cooperation Framework, to ensure coordination and synergies among the participants, to guide the implementation of the roadmap and the pertinent reports, and to review the risk management strategy. The Steering Committee is comprised of high representatives of ECLAC (lead agency), UNDP and RCO, as well as diverse institutions of the Cuban government: the Ministry of Economy and Planning (Cuban leading institution), the Ministry of Finance and Prices, the Ministry of Foreign Trade and Foreign Investment, the Central Bank of Cuba and the National Office of Statistics and Information. The Steering Committee met twice in 2021 and has delegated its executive duties to the Technical Committee. Aiming at improving governance and coordination mechanisms for financing for development in Cuba, ECLAC prepared a diagnostic study on the Planning and Finance system in Cuba, including recommendations for strengthening it. A more detailed proposal will be developed in the coming months, including recommendations for the role of the Steering Committee after the conclusion of the JP.

## Priority Cross-cutting Issues

### How did the JP adapt to the COVID-19 context

The JP is aligned with the SERP in Cuba in two ways. First, the INFF has provided the Cuban government with technical advice on one of the critical issues in the Cuban response to Covid: access to financing amid the restrictive conditions of the country. Second, many INFF activities are part of the Cuban SERP and, due to the importance of these activities, ECLAC simultaneously leads the development of the INFF, one of the pillars of the SERP and one Result Group of the UN Cooperation Framework in Cuba 2020-2024 (productive transformation).

### How did the JP apply the Gender Marker

The INFF has adopted a gender perspective, when feasible. The Policy Mapping exercise included a question on the participation of women in government positions related to the design and implementation of public policies for financing development. A first reading reflects the high level of participation of women in the formulation of policies in Cuba (50% - 75% of the average number of workers in the offices evaluated). These results were shared with UNDP and other colleagues to promote cross-sectional analysis. In the workshops there has been a gender balance among attendees. The design of final products will adopt a gender perspective. During the period, a relevant set of activities has been implemented fostering the participation of key entities with expertise in gender and women's empowerment such as Federation of Cuban Women (FMC), Center for Women's Studies, Center for Demographic Studies CEDEM, Center for Local and Community Development CEDEL, Chair of Women of the University of Havana and Center for Youth Studies. The national context has been so pro-active due the launched of the new gender national agenda named: Plan Nacional Adelanto Mujer (PAM), enhance sensibility and promoting a more dynamic interaction towards a gender responsive process. The Joint Programme Results Framework established 6 indicators gender logic (4 gender sensity and 2 gender – specific) showing relevant conditions for a right monitoring on gender marker. A Technical Group on Gender validated relevant evidence of the initiatives/projects gender – finance SDG perspective implemented by public and private actors in Cuba. A mapping of national and international gender-sensitive experiences on financing for development was carried out. This study was used as input for the design of the draft Training and Awareness Program on gender equality and equity as a key principle in the financing of the SDGs. The SDG Lab Platform showed that 70 initiatives generated a connection with SDG 5 goals

*Estimated % of overall disbursed funds spend on gender: 0.54%*

## **Alignment with cross-cutting UN issues (e.g. human rights, decent work, inclusion, LNOB)**

The first activity of the JP consisted in aligning national development goals with SDGs. In this context, the activities of the JP have been aligned with cross-cutting UN issues. The JP has also provided inputs for the national response to COVID 19, which emphasizes the idea of leaving no one behind. A Workshop on Sustainable Development and Good Practices was held as part of the actions that contribute to promote, strengthen and publicize the different initiatives that are being developed in the country and that contribute to the implementation of the 2030 Agenda and the 2030 PNDES. The meeting was attended by a host of actors from Cuban society and in it the right space was created to promote strategic dialogues on opportunities for identified financial resources to support the SDGs, focusing in support vulnerable people and promote gender and generational approach. The SDG Lab Platform showed that 242 initiatives generated a connection with SDG 8 and 10 and its corresponded goals, allowing further discussion regarding financial allocation for initiatives that promote decent work and inclusion.

## **How did the JP work to build ownership and buy-in of key stakeholders**

Ownership and buy-in of key counterparties have been promoted through three main channels: 1. A close relationship has been built with the Cuban government, especially through the Ministry of Economy and Planning. Based on this, the government has played a strong role in planning and implementing the INFF. There has been a strong appropriation of the process. Close collaboration has also allowed prioritizing the scope and results of the JP, given the high coordination role and hierarchy of this ministry within the Cuban government. 2. All JP products have been discussed with scholars and government officials to promote consensus and shared visions that facilitate the implementation of the recommendations. Some activities, such as Policy Mapping, were elaborated through a broad participatory with multiple actors. 3. A close relationship has been built between the UN participants in the JP (ECLAC, UNDP, RCO), which has promoted commitment and alignment with UN priorities.

## **Annual Reporting on Results**

### **Results achieved in promoting the priority thematic SDG agendas**

17.1. Both at the institutional level (Policy Mapping) and the quantitative level (Financing Needs), relevant inputs have been provided for a better understanding of the gaps for mobilizing internal resources. It has been shown that the main challenge is not mobilizing resources (Cuba has a high tax burden and the banks have enough money to lend) but optimizing their use, macroeconomic stabilization, and the development of the financial system. 17.3. The consultancy on Innovative Financing Mechanisms provided a “menu” of instruments that may be relevant for the Cuban economy, warned about the technical and logistical requirements necessary for their design, and promoted an initial discussion in the country about possible areas or sectors sensitive to a better use of these mechanisms, such as biopharmaceuticals or climate change. 17.14. Both at the institutional level (Policy Mapping) and at the governance and coordination mechanisms (Governance Mechanisms Diagnosis), relevant inputs were provided for a better understanding of the efficiency gains that could derive from a more coordinated and coherent financing policy framework. Recommendations for strengthening governance and coordination mechanisms (Planning and Finance Systems) were developed. 17.18 Actions were carried out to improve and expand the benefits of the SDG Lab Platform, specifically the SDG indicator module to ensure availability of timely data. Several work sessions were held with the team of experts from the Regional SIGOB, the MEP and the ONEI and the adjustments required in the system of indicators were identified. Information was shared with examples of indicators disaggregated by more than two levels (by income, gender, age, race, disability, geographic location, and other characteristics relevant in national contexts). The procedure for loading multidimensional and disaggregated information and its design on the platform is currently being discussed.

### **JP contributions to the Joint SDG Fund’s global results (especially around Outcome 2 & Output 4)**

No targets were planned for the Fund’s global results in 2021 (see Annex 1.1).

## **Progress against JP-specific outcomes**

No targets were planned for outcomes indicators in 2021 (see Annex 1.2).

## **Progress against JP-specific outputs**

Five outputs were planned and achieved in 2021 (see Annex 1.2):

- Product 1.1 (a). The Steering Committee approved the final version of the Financial Landscape Mapping, in which the sources of financing for the SDGs, their uses and stakeholders are evaluated. The Innovative Financing Mechanisms consultancy proposed a menu of instruments that may be relevant for the Cuban context.
- Product 1.2 (a). An international consultant, with experience in costing exercises in Central America, developed the methodology that was used to estimate the financing needs of the Cuban national development plan. A document with the methodology was prepared.
- Product 1.2 (b). A team led by an international consultant and 6 national experts estimated the financing gaps of the national development plan. A final report was produced.
- Product 1.3. Both the Policy Mapping exercise and the Binding Constraints exercise constituted an in-depth evaluation of the institutional barriers that hinder the mobilization of resources in the Cuban economy. Six reports were prepared summarizing the main findings.
- Product 2.1. The Policy Mapping exercise includes an evaluation scheme of 23 policies related to financing for development in Cuba and a matrix of synergies and trade-offs between each of them.
- Product 3.1 (a). The draft Methodology - procedure Proposal was prepared to determine the economic dimension of the SDG Lab Initiatives.
- Product 3.1 (c). Technical exchange was carried out (via online) between the province of Chaco -Argentina and national actors where the experiences of building budgets by destinations-programs with SDG logic.
- Product 3.2. 100 new development initiatives were incorporated into the SDG Lab Platform, aligned with the Specific Objectives of the PNDES and the Goals of the SDG Global Agenda. Actions were carried out to improve and expand the benefits of the SDG indicator module in the SDG Lab Platform.
- Product 3.3. The draft Training and Awareness-raising Program on gender equality and equity as a key principle in SDG financing to leave no one behind was prepared. final reports were produced

## **JP contributions to strengthening UN coherence, partnerships and reducing duplications of efforts**

There has been close communication among the UN system participants in the INFF (ECLAC, UNDP, RCO). This has allowed a better understanding of the activities in which the agencies are working, including those that are not directly related to the JP. In addition, it has promoted a better understanding of complex development challenges of financing for development in the Cuban context and the main areas in which new projects and initiatives could be more effective. In this sense, as a result of some of the analysis performed under the INFF project, the RCO Cuba has supported the formulation of another JP, focused directly on green finance after identifying this area as a challenge to sustainable development in Cuba.

## **Strategic Partnerships, Documents and Communications**

### **How did the JP facilitate collaboration with diverse stakeholders in the SDG financing space**

Relations with the Cuban government have deepened during the implementation of the JP. Twice a month (sometimes even more frequent) a meeting between representatives of the Ministry of Economy and UN agencies is held. The Cuban government, in particular our main counterpart (the Ministry of Economy) has been very active in designing and implementing the JP, as well as in coordinating and convening diverse Cuban stakeholders. This close relationship has allowed the UN system in Cuba to identify critical areas for new projects. At the same time, it has provided the Cuban government with a better understanding of how the UN system can best contribute to country priorities. As a result of the implementation of the JP, Cuba has applied for a second SDG Fund (Component 1) and new relations with the authorities have been explored to develop an input-output matrix in Cuba, with the support of ECLAC. During 2021, UNDP has been able to contact the Central American Bank for Economic Integration (CABEI) -IFIs entity- achieving the approval in the Board of Directors-CABEI, of the 1st development credit for Cuba

in support of the biopharmaceutical industry over 40 million USD, responding to COVID 19 Pandemic challenges and expanding new financial actors to participant in country development priorities.

**Did the JP secured additional financing (co-funding/co-financing) from the following stakeholders:**

Government	Donors & IFIs	Private Sector	PUNOs	Other Partners
No	No	No	No	No

**Comments on additional financing secured:** Relations with the Cuban government have deepened during the implementation of the JP. Twice a month (sometimes even more frequent) a meeting between representatives of the Ministry of Economy and UN agencies is hold The Cuban government, in particular our main counterpart (the Ministry of Economy) has been very active in designing and implementing the JP, as well as in coordinating and convening diverse Cuban stakeholders. This close relationship has allowed the UN system in Cuba to identify critical areas for new projects. At the same time, it has provided the Cuban government with a better understanding of how the UN system can best contribute to country priorities. As a result of the implementation of the JP, Cuba has applied for a second SDG Fund (Component 1) and new relations with the authorities have been explored to develop an input-output matrix in Cuba, with the support of ECLAC. During 2021, UNDP has been able to contact the Central American Bank for Economic Integration (CABEI) -IFIs entity- achieving the approval in the Board of Directors-CABEI, of the 1st development credit for Cuba in support of the biopharmaceutical industry over 40 million USD, responding to COVID 19 Pandemic challenges and expanding new financial actors to participant in country development priorities.

**JP organized events in 2021**

JP Launch Event	Annual Donor Event	Partners Event
Organized in 2020	No	Yes in 2021

*Number of strategic documents produced by the JP: 14*

*Number of strategic documents contributed by the JP: 0*

*Number of communication materials produced: 10*

**2022 Plans & Way Forward**

**JP priority activities & expected results for 2022**

In 2022, the JP phase of policy recommendations will be carried out, so the emphasis will be on outcome 2 (an SDG financing policy framework developed), with the implementation of 5 work plan activities and 8 final products which have been approved already by the Steering Committee. The final products will comprise policy recommendations in areas identified in the assessment and diagnostics phase as critical for financing for development in Cuba: public finances, external sources of financing, financing for productive transformation, and innovative financing mechanisms. The activities for outcomes 3 (strengthened monitoring and review mechanism for SDG financing) and 4 (strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing) will be also completed.

**3 major transformative results that will be achieved by the end of the JP**

The final products of the JP allow to fulfill the final activities of the work plan, especially those related to outcome 2 (SDG financing policy framework). These final products will cover three main areas: 1. Strategic assessments and methodologies. ECLAC staff members, with the support of international and national consultants, as well as close interaction and dialogue with local actors, strategic assessments and methodologies will be prepared and transferred to Cuban authorities: i) a medium-term budgetary framework (MTBF), ii) a roadmap for implementation of program-based fiscal budget, iii) a financing strategy to foster productive transformation (institutional reforms, new policies and tools), iv) policy recommendations to strengthen the national strategy to attract FDI and promote exports, and v) policy recommendations to attract remittances and increase their contribution to development goals. 2. Strengthening local capacities. Diverse activities will be carried out in close collaboration with Cuban authorities to strengthen capacities in critical areas: i) promote dialogues to facilitate access to multilateral financing mechanisms, ii) training actions on diverse issues such as development of the financial system, development and management of foreign exchange markets, management of innovative financing mechanisms and use of macroeconomic models, and iii) final design of the INFF (long-term roadmap, governance, rules and mechanisms for its ongoing implementation) that summarizes all the findings and proposals of the JP. 3. Robust SDG digital platform: Activities and exchanges of international best practices will enhanced the potentiality of the existing Lab SDG in order to promote SDG Agenda monitoring, concertation process among socio-economic actors, gender responsive, and analysis to improve allocations of available financial resource according Cuban SDG targets.

**Estimated rate of completion for each result as of 31 Dec 2021**

Result.1	Result.2	Result.3
Planned (0%)	Planned (0%)	Planned (0%)