
Joint SDG Fund - 1st Call on SDG Financing

Joint Programme Document

- Simplified Template

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number *(leave blank / automatically populated in Atlas)*

3. Joint programme title *Promoting new tools of sustainable development budgeting that prioritize vulnerable populations in Belarus*

4. Short title *SDG performance-based finance*

5. Country and region

Belarus

6. Resident Coordinator

Joanna Kazana-Wisniowiecki Joanna.kazana@un.org

7. UN Joint programme focal point *Ariel Ivanier, SDG Economist, ariel.ivanier@un.org*

8. Government Joint Programme focal point

9. Short description:

The project envisages the introduction of a set of new tools of sustainable development budgeting in Belarus in the form of diagnostics, policy advice and technical cooperation with the Ministry of Health, Ministry of Labour and Social Protection and Ministry of Environment and Natural Resources with overall support of the Ministry of Finance, along the principle of "leaving no one behind" (LNOB). With the support of UN agencies, the package will help mainstream normative budget planning per consumer, sustainable development tagging of state expenditures and assist the Government to ensure that recent gains of Belarus in terms of achieving high position on SDG and Human Development Indices will not be compromised by current macroeconomic constraints. The project envisages a diagnostic assessment of sector-specific spending as well as available fiscal resources. The project will involve technical cooperation as follows: 1) advisory services to undertake the cost planning of SDG-related

expenditures addressing needs of vulnerable groups based on the cost of budget services per consumer, in the areas of health care, social services, national resources. 2) Setting up of SDG performance-based expenditure tagging systems with a focus on the prioritized vulnerable groups. 3) Developing guidance for SDG program-based expenditure tracking across ministries and administrative levels. 4) Undertaking of SDG-related expenditure reviews and assessments; and 5) introduction of gender-sensitive and child-focused normative budgeting methodology. This will ultimately contribute to the development of gender-responsive and SDG-aligned financing strategies aiming to mobilize public and private financing flows behind the 2030 Agenda and specific SDGs.

Overall, the project will help the state bodies assess the efficiency of strategic budget planning and spending, identify gaps and better focus on long-term priority expenditures related to sustainable development and the national SDG targets. The implementation of the project will result in improved public finance management through strengthened programming, result-based budgeting, the use of in-depth analysis of financial flows and strengthened linkages between processes of SDG cost planning, expenditure tracking, monitoring and evaluation at all levels of Government, building on ongoing national public finance management reforms. It will also improve transparency of budget, and indirectly, by improving predictability, will also allow for more targeted policies to foster, attract, and benefit from other types of financing (e.g. ODA, FDI, PPPs, incl. via SME growth). By improving the efficiency and efficacy in the delivery of public services, the project will help achieve stronger growth and improved governance (SDG 1, 16 and 17), enhanced environmental performance (SDG 12-15) and increased social inclusion with a focus on the needs of the vulnerable groups that are targeted by the UNSDCF (SDGs 3, 5, and LNOB).

10. Keywords: public finance management; new budgeting tools; normative budgeting based on the cost of budget services per consumer; sustainable development tagging; cost planning; performance-based spending; funding and financing

11. Overview of budget

Joint SDG Fund contribution	USD 993'104.00
Co-funding (PUNOs)	USD 197'500.00
TOTAL	USD 1'190'604.00

12. Timeframe:

Start date	End date	Duration (in months)
1 January 2021	31 December 2022	24 months

13. Gender Marker: 2.5

14. Participating UN Organizations (PUNO) and Partners:

14.1 PUNO

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14.2 Partners

Other partners in the UNCT: WHO, IOM, UNHCR non-resident UNCT agencies

- National authorities:

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Ministry of Natural Resources and Environmental Protection: Tatyana Kononchuk - Head of the Main Directorate for Environmental Policy, International Cooperation and Science, tel.: +375 17 200 68 33, mob.: +375 29 159 43 18, tatsiana0209@mail.ru

- Other relevant agencies:

Ministry of Finance (Main Department of Budget Policy), regional (Minsk) and local authorities, Ministry of Economy, National Statistical Committee, National Development Bank of the Republic of Belarus, Ministry of Antimonopoly Regulation and Trade, Republican Institute for Advanced Training and Retraining of the Ministry of Labor and Social Protection, Academy of Public Administration under the aegis of the President of the Republic of Belarus, National Development Bank of the Republic of Belarus, National Assembly (Parliamentary Group on SDGs).

- Civil society organizations (CSOs):

School of young managers of public administration (SYMPA) - Ms. Natalya Ryabova, info@sympa-by.eu
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 Gender Perspectives, Ms. Irina Alkhovka ialkhovka@yahoo.com
 International Budget Partnership.

- International Financial Institutions (IFIs):

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SIGNATURE PAGE

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SIGNATURE PAGE

<p>Resident Coordinator <i>Joanna Kazana-Wisniowiecki</i></p> <p>[Redacted Signature]</p> <p>30.03.2020</p>	<p>National Coordinating Authority <i>Ministry of Finance</i> (see endorsement letter)</p>
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<p>Participating UN Organization <i>UNICEF</i> <i>Rashed Mustafa Sarwar</i></p> <p>[Redacted Signature]</p> <p>30/3/20</p>	
<p>Participating UN Organization <i>UNFPA</i> <i>Olga Atroshchanka</i></p> <p>[Redacted Signature]</p> <p>30.03.2020</p>	
<p>Participating UN Organization <i>UN Women</i> <i>Peterson Magoola</i></p> <p>[Redacted Signature]</p> <p>31.03.2020</p>	

B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: SDG Financing (2/2019) – Component 1

2. Programme Outcome [pre-selected]

- Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

3. UNSDCF Outcomes and Outputs

3.1 Outcomes

- Outcome 1: By 2025, adolescents, youth, families with children and vulnerable groups practice safer and healthier behaviors and enjoy better access to quality healthcare services (SDG 3 and 5 and LNOB)
- Outcome 2: By 2025, adolescents, youth, families with children and vulnerable groups, enjoy better access to gender-responsive, inclusive and labor-market-oriented education, improved social protection system, more restorative approaches to justice, and opportunities to strengthen their families' resilience. (SDG 1, 8, 16 and LNOB)
- Outcome 3: By 2025, improvements in data collection, gender equality policies, and child and gender budgeting have created conditions for men and women of all ages, including those aged 65 years and older, as well as girls and boys, to better realize their rights and increase the quality of their lives, including through increased opportunities for employment and better protection from gender-based and domestic violence. (SDG 5, 17 and LNOB)
- Outcome 4: By 2025, improvements in data collection, gender equality policies, and child and gender budgeting have created conditions for men and women of all ages, including those aged 65 years and older, as well as girls and boys, to better realize their rights and increase the quality of their lives and better protection from gender-based and domestic violence. (5, 16 and LNOB)

3.2 Outputs

- Output 1: A set of inter-agency measures is developed for environment-related health monitoring and risk management, prevention of non-communicable diseases, teaching to promote healthy lifestyles and safe living skills, improving sexual, reproductive and mental health (SDG 3.8, LNOB)
- Output 2: Support is provided to the development and improvement of mechanisms and inter-agency approaches to enable identification, recording, and monitoring of the needs of vulnerable groups, including families in difficult circumstances, and in developing alternative forms of care and deinstitutionalization (SDG 1.3, 1.b, 5.6, 5.c, 5.4,5.5)
- Output 3: The system of collection, monitoring, analysis, and use of disaggregated data, including related to vulnerable groups, is improved in accordance with the

- human rights-based approach, gender equality and “leaving no one behind” principles. (SDG 17.18.1.);
- Output 4: Wider opportunities are provided to apply the principles of gender analysis of legislation, gender budgeting and gender equality mainstreaming in developing state programmes and allocating budget resources (5.6, 5.c, 5.4, 5.5, LNOB).

4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

All SDGs will be indirectly impacted by improvements in public finance management. The programme will focus in particular on the following targets and indicators: SDG 1 (1.3.1), SDG 3 (3.8.2); SDG 5 (5.4.1; 5.5.2; 5.6.1; 5.c.1)) and SDG 17 (17.18.1). The full list of goals, targets and indicators is available in Table 1 below.

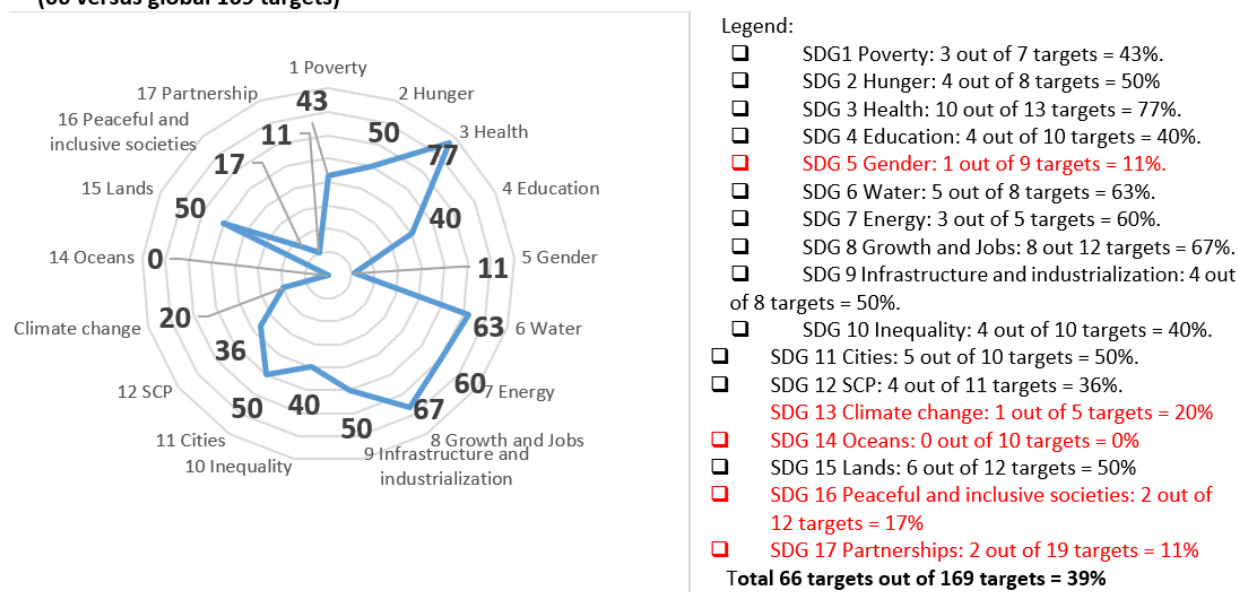
3.2 Expected SDG impact

The impact of those interventions on the efficacy and equity of public finance can be best monitored through goals 5 (gender) and 17 (strengthened the global partnerships). On the other hand, the efficacy of public finance also needs to be assessed with regards to their focus in addressing social vulnerabilities, given their relevance and urgency for the needs of vulnerable groups. Indicators for goals 1 (poverty), 3 (health) were selected with assessing progress meeting those targets in particular.

5. Relevant objective(s) from the national SDG framework

The vision of Belarus for achieving SDGs is articulated in the country's draft National Sustainable Development Strategy until 2035 (NSDS 2035) and 22 national programmes, which defines its path through social, economic and environmental aspects of development¹. It makes an explicit reference to the global SDGs and reaffirms Belarus' commitment to make a substantial contribution.

Diagram 1 Level of alignment (in %) of national development policies 2016 – 2020 and up to 2030 with SDG targets (66 versus global 169 targets)



Source: A Roadmap for SDG Implementation in the Republic of Belarus: Mainstreaming, Acceleration and Policy Support (MAPS) mission Report, 2018, p. 76

A Roadmap for SDG Implementation in Belarus is pursued through four 'accelerator' platforms that seek to address critical challenges to development, especially demographic decline, low productivity of labor and shortcomings in the environmental performance. The specific action areas that determine strategic priorities are as follows: 1) future generation orientation: adolescence and youth (SDG targets 1.2; 1.3; 1b; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3a; 4.1; 4.2; 4.3; 5.4; 5.6; 8.5; 8.6; 10.7; 11.6; 16.22); 2) Green transition for inclusive and sustainable growth; (SDG targets 1.2; 2.3; 2.5; 2a; 7.2; 7.3; 8.3; 8.5; 8.9; 9.3; 9.4; 11c; 12.1; 12.5; 13.1; 13.3; 15.1; 15.2; 15.3) 3) Digital transformation and social innovation (SDG targets 2.3; 3.6; 4.3; 4.4; 9.4; 10.3; 11.2; 11.3; 11.7; 17.8) and 4) Gender equitable society (SDGs targets 1.3; 5.2; 5.5; 5.6; 5c; 8.5; 8.8; 10.3; 16.1; 16.3; 17.18).

By addressing the overall reform of public-finance-management, the joint programme will have an impact across-the board three strategic priorities (1, 2 and 4). Specific interventions in piloting that address vulnerable groups will also have a relatively more significant impact on these accelerator platforms.

In addition, the ongoing State Strategy on Public Finance Management of the Republic of Belarus, which articulated the strategic vision of the public finance management reform, contains a chapter on Implementing performance-based budgeting. It highlights the challenge that the current budgeting system has limited information about the consequences of decisions made and provides limited government capacity to manage their resources and monitor the effectiveness of their activities. The programme proposes a transition to performance-based budgeting which consists in shifting the focus from budget spending management to managing results by increasing accountability and expanding the independence of participants in the budget process with clear mid-term benchmark. The implementation of the programme should be carried out on all stages of the budget process (planning, budget execution, reporting and evaluation of achieved results). For this it will be

necessary to carry out this reform simultaneously with reforming (optimizing) the structure of government bodies and public service reform. All three reforms are interlinked and have one goal - optimizing the use of limited resources to achieve the goals of the sustainable development and long-term priorities in the country.

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

In Belarus, a large part of SDG finance comes from public sources, the bulk of which is from the Government budget². The costs of budget subsidies to state-owned enterprises (SOPs) combined with an increasing price of imported oil and gas as well as the terms of servicing of foreign debt have put extremely high pressure on the fiscal space, which will most likely result in cuts of budget expenditures in the short and medium-terms. This situation will most probably affect expenditures in areas that have direct bearing on the achievement of SDGs. The economic model of Belarus has clear limitations and the Government has acknowledged that change is necessary. However, without clear guidance on how to identify SDG-related expenditures and flows, and their potential positive or negative impact on the sustainable development objectives, policy makers cannot make informed strategic decisions on resource allocation and/or budget restructuring. While the Government budget in Belarus is based on the formulation of aggregate fiscal frameworks that is later sliced into resource envelopes for annual budgets, there is a need for it to become more closely aligned with the costing of sector targets, which will allow for a better monitoring of the efficiency of Government spending with regards to the SDGs. Thus, the development of results-based planning (RBP) at sector level based on costing of budget services per consumer and SDG targets will be key to successful public finance. Mainstreaming RBP to the whole cycle of public finance covering the full spectrum of public policy (i.e. from national strategies, to sectoral policies and programme allocations falling under relevant ministry responsible for specific SDG related outputs) will have an across the board-impact in each of the four accelerators identified in the Mainstreaming, Acceleration and Policy Support (MAPS) exercise³. Adopting such type of methodology will also serve as a basis for a larger share of funding provided as programme aid with triggers related to outputs and outcomes rather than the financing of inputs through project tied aid at higher transaction costs.

7. Trans-boundary and/or regional issues: not relevant in JP

C. JOINT PROGRAMME DESCRIPTION

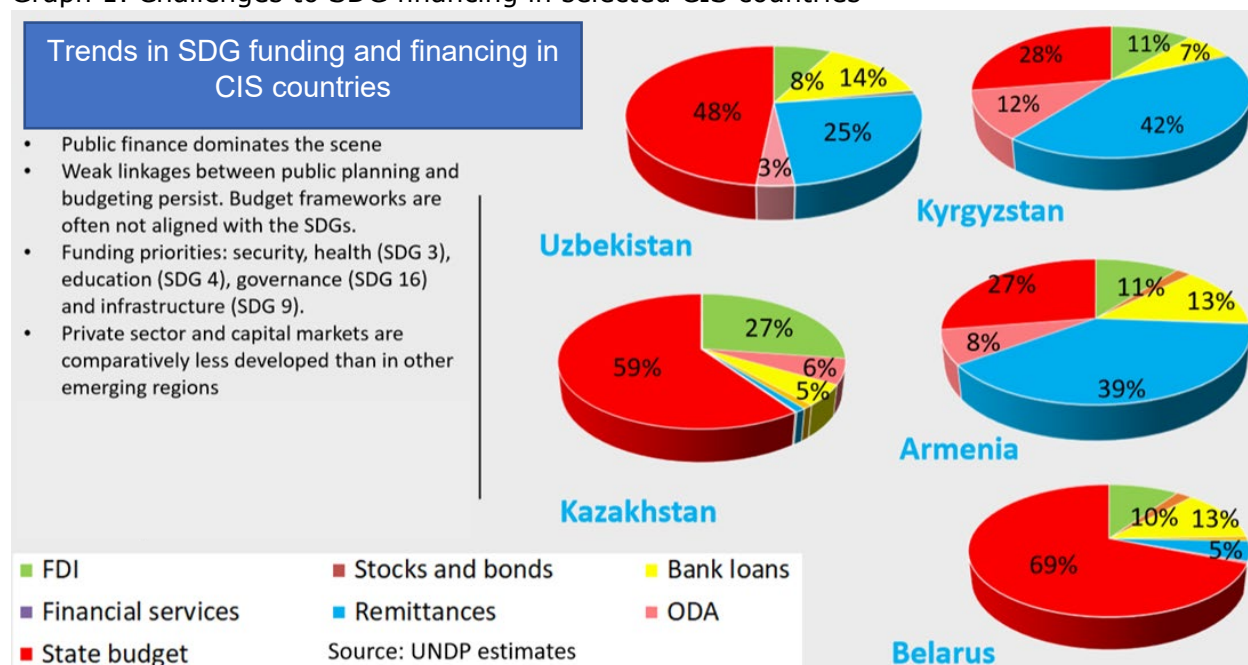
1. Baseline and Situation Analysis

1.1 Problem statement (max 2 pages)

After experiencing sustained impressive growth rates in the 2000s, the economic prospects in Belarus have become compromised by fiscal and balance of payments restrictions that affect the national economy since the 2015-6 recession, and which have already had a negative impact on household incomes. Forecasts by IFIs anticipate limited medium-term GDP growth -about 1 per cent annually for the next five years. It is likely that these pressures increase in the coming years depending on the outcomes of political negotiations with the Russian Federation, Belarus' main trade and investment partner, amongst other variables.

Given the importance of domestic public funds for the achievement of SDGs (see graph 1), the current situation is a threat to recent achievements in terms of poverty reduction and it also acts as a barrier to address prevalent inequalities and address the interests of vulnerable groups⁴.

Graph 1. Challenges to SDG financing in selected CIS countries



Source: UNDP

For example, despite progress in reducing mortality rates and improving the health care for children, health advances are not kept in adolescent health, which is affected by factors linked to risky behaviour. Furthermore, Belarus faces a growing burden of noncommunicable diseases (NCDs), with cardiovascular diseases (CVDs) now the major cause of mortality⁵ and there is an unusually large gap in the life expectancy among men and women. The latter is largely explained by the high difference in gender specific prevalence of alcohol consumption and smoking in the country. With regards to gender equality, critical gender gaps remain in wages and employment and there is a need to tackle discriminatory gender-based attitudes

and domestic violence that continue to hinder progress in women's full participation in all aspects of society. A vertical gender segregation also signals the existence of obstacles that tend to maintain women at lower levels in organizational pyramids, and away from decision-making positions in public organizations and enterprises⁶.

These challenges are to a great extent the result of legislative and policy shortcomings, which include, amongst others, underdeveloped/unavailable services to support group needs. A lack of or limited disaggregated data to identify vulnerable groups also prevents better targeting of public policy.

The way Belarus will face these challenges will to a great extent depend on its capacity to reform traits of its public finance management system. Analysts of the Belarusian political economy characterise the country as an outlier amongst CIS nations. Its development model has been described as 'state capitalism'. One pillar of this system is also its highly centralized decision-making pyramid, with policy making in the hands of members of the Council of Ministers. Executive Committees at regional, municipal and district levels also have extensive responsibilities in planning programs of local significance and local budgets and in implementing national programmes.⁷ With regards to planning, Belarus pursues both long- and medium-term policy objectives, which are carried out through state programmes that usually involve a five-year cycles. Overall, there is a complex hierarchy of programmes, with the so-called 'programmes of socio-economic development' on top of it. The mechanisms in place to administer public policy have had an impact on the day-to-day implementation, which is often characterized by complex, elaborate systems of regulatory arrangements describing specific mechanisms of administrative control over the economy⁸.

Whereas the rigidity of the country's public finance management system is a source of its current economic vulnerabilities, the Government has already acknowledged the need of reforms, even if the transition will take time given the size of the task. In order to deliver on the SDGs, in the short term, there will be a need to improve the efficiency of spending while not losing sight of the priority to reduce existing inequalities. In this context, planning will require continued focus on economic, social, and institutional transformation, which for public finance management translates into a need for increased alignment between national development commitments, planning and funding with SDG related prioritization of expenditures which combined can contribute to strengthening safety nets.

Of particular importance will be the undertaking of the Ministry of Finance's Public Finance Management Strategy, an ambitious reform programme put in place by the Government to enhance long-term stability and sustainability of the budget system and improve the quality of public finance management (PFM)⁹. The IFIs and UNCT agencies that are present in Belarus have already assisted the authorities in undertaking some incipient public sector reforms through the modernization of the State (e.g. World Bank and EBRD) as well as the promotion of foreign investment, public partner partnerships (PPPs) and innovative finance (e.g. UNCTAD, UNECE).

The reform process was accelerated in March 2020 with the adoption of the State Programme on Public Finance Management and Financial Market Regulation for 2020 and until 2025, which includes a sub-programme on enhancing the efficiency of PFM.¹⁰ The new programme envisages further strengthening of the strategic and goal-oriented nature of the budgeting and expanding the scope of program-targeted budgeting and performance-based budgeting

in the medium-term. The development of State Programmes for the next five-year cycle (2021–2025) will be based on the effectiveness of the implementation of the ongoing State programmes for the period 2016–2020 and will rationally optimize the volume of budget allocations for programme activities.

This Joint Programme (JP) builds on ongoing efforts on optimizing domestic public resource mobilization for the SDGs. To assist the authorities in achieving these objectives, the JP includes a series of interventions that will improve transparency, efficiency, efficacy and equity of public spending, including its gender dimension. The measures that are envisaged include selective assessments in some policy areas of the quantity and quality of domestic public finance that could serve to inform sectoral action plans for SDG cost planning as part of a broader strategy to better align domestic resource finance mobilization for delivering on the SDGs. In addition, enhancing capacities for better monitoring and reporting systems will also be undertaken, which will improve accountability and governance of public finance resource flows. These interventions will have synergies with ongoing work of other development partners and will help indirectly mobilize other sources of finances like FDI and portfolio investment as well as leave more fiscal space to encourage domestic private enterprise development, thus helping the authorities in making the transition from funding to financing of SDGs.

NOTE ON THE COVID-19:

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

This programme has been prepared in advance of the unfolding outbreak across the world. Whereas, as of March 2020, Belarus has not experienced a surge in cases compared to other destinations, the way the situation develops is likely to evolve and may affect public policy. For the purposes of this JP COVID-19 may have a negative impact in the short term on the achievement of certain SDGs including some areas that are the focus of interventions (e.g 1.3 – social protection, 3.8 on universal health coverage and 5.4 on value of unpaid care and domestic work). However, it is expected that the successful implementation of this proposal will overall contribute to COVID-19 responses in the medium to long term, especially thanks to improved public finance.

1.2 SDGs and targets (max 2 pages)

The Rapid Integrated Assessment (RIA) of the MAPS exercise that informed the new UNSDCF 2021–2025 has addressed the adequacy of the main State and local Programmes to deliver on the SDG global agenda as well as the significance of initiatives by development partners. The involvement of civil society and private sector to complement these efforts was also considered¹¹. The report concluded that the level of SDG alignment between national and global SDGs was of 39 per cent (66 versus global 169 targets). In particular, the following SDGs showed a low percentage of target alignment: SDG 5 Gender (11 per cent), SDG 13 Climate change (20 per cent); SDG 16 Peaceful and inclusive societies (17 per cent) and SDG 17 Partnerships (11 per cent)¹². The RIA also showed that, despite significant progress in poverty reduction, inequalities persist for some vulnerable groups, which often lack choices and opportunities to participate in and benefit from development.

Significantly, the MAPS has acknowledged that public finance will continue to play a dominant role in the overall financing mix to deliver on the SDGs in the long term. A new National Sustainable Development Strategy is expected to be approved in the course of 2020 (which will extend the horizon until 2035). Translating this agenda to the lower levels of policy making will require much planning work by the authorities, which shows that the JP's focus on public finance reform is timely and in line with the country's urgencies. Indeed, the Government of Belarus is still to calculate the financial needs associated with SDG implementation¹³. This JP will help the Government move in this direction in the short term, by enabling Belarus to harness more efficient use of resources and public investments in reaching the SDGs.

In the medium term, the impact of these efforts will allow Belarus to increasingly draw on alternative forms of financing particularly from private sector, including by setting up SDG social impact funds, attracting private financial flows through the improvement of FDI specific policy frameworks, and harnessing climate finance.

This JP also assumes that moving forward many dimensions of the accelerator platforms and financing of the SDGs will require to leverage on new partnerships. The positive trend of increasing multi-dimensional bilateral, regional and global engagement should be deepened. Additional sources of SDG financing could be leverage public-private partnerships and investments.

Improving the efficiency of public spending will not only have an immediate impact on sustainable development, but it will also free up public resources to undertake more difficult business climate reforms linked to the security of property rights, creating a pipeline of infrastructure projects that could attract foreign capital, and ensuring fairer taxation of productive activities, even if all of these reforms may take time to materialize. Finally, whereas Official Development Assistance (ODA) flows have been quite small relative to government budget revenues, further funds are more likely to be leveraged from the development community if the authorities show a long-term commitment to transparency and accountability.

With regards to monitoring and evaluation, there are basically two ways through which the effectiveness of this JP can be assessed on delivering on the SDGs. On the one hand, the group of interventions of the JP addresses cross-cutting areas that will help the authorities improve performance across-the-board of the national economy, with a special focus on the building of sustainable public hard and soft infrastructure and improving governance. The impact of those interventions on the efficacy of public finance can be best monitored through Goal 17 (strengthened the global partnerships) and its target on improving statistics. On the other hand, the efficacy of public finance also needs to be assessed with regards to its focus in addressing social inequalities and vulnerabilities, given their relevance and urgency for the needs of vulnerable groups (e.g. by improving statistics). Indicators for goals 1 (poverty), 3 (health), and 5 (gender) were chosen to measure progress in those areas in particular.

It should be highlighted that the impact of public finance reform on each of these goals is largely indirect: through improved public policy monitoring, the chances of attaining the SDGs will be higher for each policy dimension. Thus, given the short time horizon of the JP interventions, the targets were selected with a view that they most closely track improvements in the delivery of government plans and policies (see Table 1). However, due to the relatively long timeframes involved in policy making (i.e. from planning, to implementation, monitoring and evaluation) the resulting outcomes may materialize in a

period that does not fall exclusively within 2 years timeframe of the JP. Monitoring closely the impact of the programme on variables that are closely linked to public finance will be needed to ensure JP is evaluated on short-term changes that are easily traceable after the reporting period ends.

Table 1

<i>SDG</i>	<i>Target</i>	<i>Indicator</i>	<i>Baseline</i>
Goal 1 End poverty in all its forms everywhere	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	Coverage of children with state benefits, as % of the total child population aged 0 to 18 (percent). Baseline 27.7 in 2018
Goal 3 Ensure healthy lives and promote well-being for all at all ages	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income (per cent)	Baseline: 10.0 (the proportion with expenses over 10%, 2018); 0.5 (the proportion with expenditure of more than 25%, 2018) Target: TBC
Goal 5 Achieve gender equality and empower all women and girls	5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location	Baseline: total 15.3 female 19.2 male 9.5 (2015) Target: TBC
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in	5.5.2 Proportion of women in managerial positions (percent)	Baseline: 44.7 (2018) Target: 46 (2021)

	political, economic and public life		
	5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	SDG 5.6.1 Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care	Baseline: 2019: 69.1 (urban) 65.3 (rural)
	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	5.c.1.1 Systems to track and make public allocations for gender equality and women's empowerment are in place.	TBC
Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	17.18.1 Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics	Baseline: 2018, 74 (the number of global indicators formed to monitor the achievement of the Sustainable Development Goals (units))

1.3 Stakeholder mapping and target groups (max 2 pages)

The JP will be implemented by the PUNOs in partnership with line ministries and regional and municipal authorities and with advisory support of the Ministry of Finance. The quality of outputs will depend on joint efforts and successful cooperation. UNCT will rely on the technical expertise of local and global experts as well as on the work of other development partners, especially IFIs that have worked on state reforms to improve public policy in the areas of poverty reduction, social inclusion, health and climate change. A coordination platform with UN agencies, donors and other joint programmes targeting local governance and social protection will be established to coordinate intervention, avoid overlaps and maximize synergies and results.

The implementation modality of the JP will be affiliated within the overall architecture of the UNSDCF 2021-2025 between the Government and UNCT. It is expected that as a result of the JP, SDG results-based normative budgeting is mainstreamed at all levels of Government, including with regards to the allocation of budget resources with a gender dimension.

UNDP will be the convening UN agency for the overall implementation and coordination of the joint programme. Each PUNO will implement selected deliverables and in line with their respective work plans, assuming roles and responsibilities in line with their technical expertise.

The key Ministries that will work with PUNOs include Ministry of Health, Ministry of Environment and Natural Resources, Ministry of Labor and Social Protection, as well other Ministries, regional executive committees (the Minsk City Executive Committee) and some municipal authorities responsible for social protection service provision. The Development Bank of Belarus – a specialized financial institution¹⁴, will also play a role on the financing system for government programmes and the implementation of socially significant investment projects. The Ministry of Finance will provide advisory/methodological support for the implementation of the Programme.

The PUNOs will draw on array of budget data posted on the official website of the Ministry of Finance (i.e. the Bulletin on the Performance of Consolidated, Republican and Local Budgets; the Citizen Budget of the Republic of Belarus; a universal report on the performance of the budget in an interactive mode; an interactive information map on the performance of local budgets, among other sources) as well as open information on the official websites of ministries and agencies and obtained from other reliable sources.

For the piloting of cost planning in selected municipalities, the authorities will be approached to encourage their administrative staff to participate in capacity building events, exchange with other municipalities, possibly planning and implementing service delivery jointly with civil society organizations. Civil society organizations at national and local level representing voices of vulnerable and groups on issues such as the delivery of social protection, environment, health services, may also be approached, particularly given their innovative cost-savings approaches to delivery assistance, which has been tested in Belarus in the past. There is also potential in for civil society involvement in the area of transparency and governance of public finance. For example, the School of young managers of public administration SYMPA “Kosht Urada” (The Price of the State) runs an interactive website which shows in convenient and simple ways the origins and destination of local budgets. CSOs and IFIs will also be instrumental for the quality assurance through peer review. Thus, experts from the World Bank, CASE and IPM Research Center will be consulted at different stages during the implementation of the project to assess the quality of findings.

2. Programme Strategy

2.1. Overall strategy (max 2 pages)

The Government's public finance reform agenda is vast and complex and includes such important measures as: (i) improving the quality of budget revenue estimates, (ii) identification and quantification of tax benefits, (iii) adoption of an effective system of medium-term and performance-based budgeting, (iv) improving processes of selections, appraisal, and monitoring of public investment projects including development and implementation of methods for assessing social costs and benefits, (v) development of a modern and efficient trading platform for public procurement, (vi) improvement of the government sector accounting and reporting system, (vii) bringing public sector internal financial control function closer to good international practices of internal financial control and internal audit in the public sector¹⁵.

This Joint Programme will bolster this agenda. It adopts a holistic approach to improved public finance management by addressing the following challenges:

- 1) The need of a comprehensive diagnostic that could set the pillars towards the creation, in the medium term, of a nationally, integrated financing frameworks in line with the Addis Agenda.
- 2) A need of cost planning at the national, regional and municipal level that is targeted towards achieving the SDGs
- 3) The need of results-based mechanisms to ensure budget allocation that are best fit-for purpose to deliver on the SDGs with a focus on the climate, social and gender policy agendas as they are relevant for vulnerable groups.
- 4) Addressing collective action constraints with regards to information sharing and coordination between Ministry of Finance and sectoral ministries and agencies and regional/local authorities.
- 5) Improving the monitoring of spending on vulnerable groups, by improving national statistics for social spending through more dis-aggregated data.
- 6) Preventing that the achievements that have occurred so far are reversed, in particular with regards to inequality and poverty reduction by improving spending monitoring through the introduction of tagging of expenditures.

A series of policy specific interventions are envisaged that will address public finance reforms in women health, social protection and environment related expenditures, including the following: 1) advisory services to undertake the cost planning of SDG-related expenditures addressing needs of vulnerable groups based on the cost of budget services per consumer, in the areas of health care, social services, national resources. 2) Setting up of SDG performance-based expenditure tagging systems at the national, regional and municipal levels with a focus on climate change and social services for prioritized vulnerable groups. 3) Developing guidance for gender sensitive program-based expenditure tracking across ministries and administrative levels. 4) Undertaking of SDG-related expenditure reviews and assessments.

Whereas in the past Belarus has engaged with the United Nations to address sector specific funding and financing issues, these interventions often focused on one narrow policy area or tracked a specific type of financial flow for which planning or policy advice was provided. Whereas many of these interventions achieved significant results, in most cases their implementation pre-dated the strategizing of the SDGs. Furthermore, joint monitoring and follow up mechanisms were not available that could guarantee iterated re-assessment of long-term planning and implementation embedded in a global strategy with goals attached to a

unified time-horizon. The result has been that public finance reforms were partial and did not benefit from common objectives and methodology.

The setting up of a new institutional infrastructure at the UN Country Team through the separation of the Office of the Resident Coordinator with a mandate to lead the implementation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) offers an opportunity to benefit from joint efforts, improve the client orientation of policy advice and minimize duplication of work between UN agencies. As a result, resource planning and programme delivery for SDGs by the UNCT and country authorities can be better aligned with the country's medium and long-term objectives and increase the focus on common national priorities.

This programme builds on lessons learned from prior engagements by resident and non-resident UNCT partner agencies, it also updates and actualizes their approaches by aligning them with global and national imperatives and standards linked to the SDGs, such as those of the Addis Ababa Agenda and the Government's draft National Strategy for Sustainable Development 2035 (NSSD 2035). In particular, the programme offers an opportunity to improve the efficiency, efficacy, monitoring and evaluation of the UNCT interventions, thus delivering value for money.

After the programme is rolled out, Belarus will benefit of improvements regarding the following aspects:

- 1) *Long-term endorsement for reforms at the highest possible level of both UNCT and Government authorities*, by improving the efficiency of expenditures and offering an opportunity to set up long-standing iterations of collaboration between Government stakeholders and the UNCT through the coordination of the RCO office.
- 2) *Ensuring adequate prioritization of reforms*, by leveraging on the impartiality of both RCO and a supra-ministerial supervision, which will ensure that expenditure decisions in the rolling out of activities are in line with the strategic priorities of the UNSDCF and the country's NSDS 2035. This will ensure that expenditure tracking is closely aligned with strategic outcomes and outputs requirements (and not the other way around).
- 3) *Offering a venue for long term collaboration amongst stakeholders*, by requiring continued interactions between the partnering agencies in areas where policy has cross-cutting implication with regards to SDG gaps.
- 4) *Leveraging on three of the four accelerators identified in the MAPS exercise*, by re-orienting expenditures to those policy areas that could have catalytic impact on other forms of funding and financing.
- 5) *Relying on UNCT agencies that have a permanent residence in Belarus and long-time experience on cross-cutting SDG issues*, including priorities for Belarus in the areas of poverty reduction, climate change, health, and gender equality.
- 6) *Offering opportunities for closer interaction, coordination, and problem-solving*. Because improved public finance management will have indirect implications for the quasi-fiscal sector (SOEs), it offers opportunities for building on synergies with ongoing work of resident IFIs on state sector reform.
- 7) *Increased transparency and improved monitoring of public finance*, which will also resonate with the broader development aid community, increasing opportunities for partnering with donor Governments, especially amongst advanced industrialized countries with stricter regulations for disbursing ODA.

2.2 Theory of Change (max 2 pages+graphic)

The key strategic entry point of the Joint programme will be the mainstreaming of SDG performance-based budgeting, expenditure tracking and monitoring at the national, regional

and municipal levels. It is expected that if national, regional and municipal authorities adopt such results-oriented policies and budgeting per consumer and they become closely informed by the SDGs, the delivery on SDGs and sustainable development will not be compromised. Indeed, success of the 2030 Agenda will depend on the setting up of a clear institutional apparatus to lead the coordination and facilitate these processes.

Belarus had already showed strong consistency in ensuring compliance with the provisions of national programmes (mainly within the period of 2016-2020) to implement the programme-based method in the budget process. On the other hand, because of the absence of across-the-board results-based planning, there is a lack of mechanisms to regularly update changes introduced in annual work plans. This situation leads to discrepancies between (i) planned versus implemented activities in programmes, (ii) allocated versus disbursed funds and (iii) estimated versus actual progress at the indicator level.

In addition to the long-term strategizing, Belarus will need to re-asses its sectoral government interventions. By providing modern tools of SDG oriented cost-planning, the JP will help Belarus leverage its strong vertical hierarchies to accelerate the adoption of SDG results-based planning in each of its projects, policies and action plans. The launching of the Government's NSDS 2035 (which updates and will replace the NSDS 2030) thus will provide an ideal opportunity to address these gaps and promote a holistic vision on sustainable development.

With regards to the substance of the SDGs, the JP is closely embedded in the narrative of the UNSDCF 2021-2025, which suggests that future progress will depend on the authorities' capacities to address remaining development challenges. It points to a need of continued focus on macroeconomic stability and good economic governance, ability to leverage the country's favorable geography and climate, and continued investment in human capital with access to high quality education, healthcare and social protection, effective use of natural resources, enhanced technological and social innovations, a stronger focus on addressing gender inequalities and discrimination of vulnerable groups, and good public governance. Given the cross-cutting nature of most of these policy issues, Belarus should strive for enhanced institutional collaboration, innovation and incentive systems that facilitate action and accountability across sectors as well as across government levels.

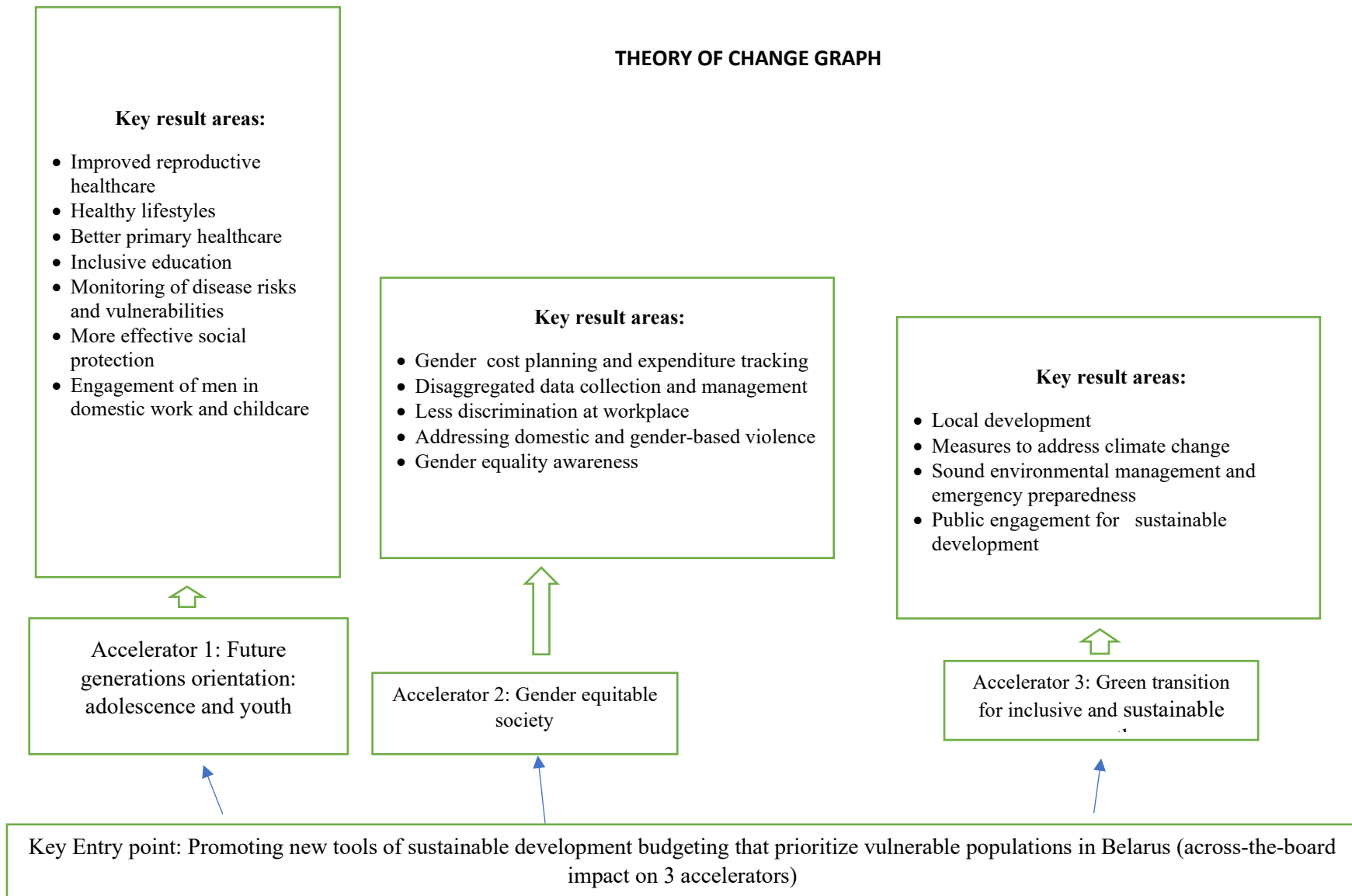
One key assumption of this Joint-program's theory of change is that, in a context of fiscal constraints and limited private sector development, modern public finance management can ensure Government spending becomes strictly focused on those areas where it can make the biggest impact and add value. For example, in the initial socio-economic COVID response, the Government was pressed by the budgetary situation to limit additional spending. If modern public finance management was adopted more universally, public finance could improve and allow for higher expense on emergency funding. Another assumption is that mainstreaming results-based public finance will have across-the-board multiplying effects to deliver on the multiple SDGs. This is explained by the results of the MAPS exercise, which had highlighted public finance as the major source of available SDG finance in Belarus. During the implementation phase, a proportionate emphasis of interventions will be needed in order to achieve a balanced outcome on the economic, social, and environmental dimensions as well as prevent uneven progress on indicators and minimize regressions. Whereas there may be differences between the substantive relevance of SDGs to sectoral and regional development plans, these differences should be factored in already at the planning level in order to achieve improved performance.

With regards to the resulting scenario, one long-term change of the JP's interventions will be the institutionalization of program-based budgeting (PBB) with allocations to programs falling under relevant ministry responsible for specific SDG related outputs. Adopting such type of

methodology will serve as a basis for leveraging donor and other forms of funding, as a larger share of funding could be attracted as programme aid to complement government efforts, for example, with the use of triggers related to outputs and outcomes (rather than the financing of inputs through project tied aid at higher transaction costs). This outcome will also likely lead to increased transparency, openness and localization of the SDGs.

Finally, it should be highlighted that it will not be enough for the government alone to partake in the SDG implementation process in Belarus. Civil society and business community have high awareness of sustainable development, and they are willing to participate in the SDGs' implementation. Their participation will be necessary for the country to make the progress required. Public consultations and continued surveys around the priorities of NSDS 2035, related plans and programmes, and their implementation could help strengthen the commitment of the whole society to implement Agenda 2030 in Belarus.

THEORY OF CHANGE GRAPH



2.3 Expected results by outcome and outputs

During the two years, capacity building will be rolled out to introduce new budget planning tools, through a division of work between each of the PUNOs, resulting in the following contributions by each of the agencies:

UNDP (environment): Finance Assessment in the area of environmental protection and rational use of natural resources.

The proposed activities will support the Ministry of Natural Resources and Environmental Protection and other interested government agencies in identifying existing expenditures for environmental protection and rational use of natural resources, and achieving Sustainable Development Goals 12-15 (and also other SDGs), and also in increasing the efficiency of budget planning and budget spending, identifying needs and additional sources of funding and financing. UNDP, in cooperation with the Ministry of Natural Resources and Environmental Protection, will apply the BioFin (Biodiversity Finance)¹⁶ methodology for biodiversity budget planning, and also for assessing the possibility of introducing normative budget planning methods with regard to biological diversity, including specially protected natural territories.

Activity 1. Conducting the Finance Assessment (FA) in the area of environmental protection and rational use of natural resources. UNDP, in cooperation with the Ministry of Natural Resources and Environmental Protection, will undertake FA at the national level, which will include:

- the diagnostic assessment of existing costs allocated to environmental protection and rational use of natural resources (SDGs 12-15);
- funding needs assessment for activities in the area of environmental protection and rational use of natural resources and assessment of opportunities for mobilizing additional sources of finance.

The FA will serve as a tool to identify opportunities and bottlenecks for mobilizing additional sources of finance and using existing financial resources more efficiently in the area of environmental protection and rational use of natural resources. This assessment will help strengthening the link between planning and financing, and will assess domestic and international private and public finance in consultations with major stakeholders.

The specific steps of conducting the FA will include the following: 1) *Inception phase*: conducting preliminary review with the Ministry of Natural Resources and Environmental Protection and other interested government agencies; 2) *Research and initial consultation*: recruiting the technical team to research and analyze with a view of preparing the report, while an oversight team steers and guides the research and consultations, fostering multi-level stakeholder dialogue; 3) *Consultations on the preliminary findings*: while the technical team provides analysis-based recommendations and a draft of the report, the oversight team continues to engage multiple stakeholders in a dialogue on validation and recommendations. The main outcome of the first activity would be the FA report.

Activity 2. Presentation of the Report on the results of the FA (conference). The FA report will be presented to interested stakeholders (both national and international) at a conference, serving as a platform for launching the report but also for an open discussion about best practices and approaches. Stakeholders will discuss the potential to implement specific recommendations, provide inputs for mechanisms to better align planning and budgeting processes in the area of environmental protection and rational use of natural resources.

Activity 3. Under this Activity UNDP, together with the Ministry of Natural Resources and Environmental Protection and other interested government agencies, will apply the BioFin methodology as a *tool for tracking budget spending, monitoring expenditures*, as well as mobilizing funds, managing capital and using financial incentives to support sustainable biodiversity management. The BioFin methodology analyzes private and public financial resources used to conserve biodiversity, investments that produce positive biodiversity outcomes, and the value of transactions in biodiversity-related markets such as habitat banking. It envisages the use of such instruments as Biodiversity Finance Policy and Institutional Review, together with the Expenditure Review and assessment of the possibility of introducing normative budgetary planning methods in the area of biodiversity, including specially protected natural territories. The analysis will lead to recommendations for financing biological diversity to help achieve SDG 15 target 15.a.

UNICEF (education and children welfare): the proposed interventions will support the Government in its implementation of the State Program "Public Finance Management and Financial Market Regulation", approved by the Resolution of the Council of Ministers of the Republic of Belarus dated March 12, 2020 N 143, in terms of planning budget expenditures using cost per consumer standards that are relevant to achieve the SDGs and improve the well-being of children. The work will involve designing and piloting of budget expenditure planning based on standards per consumer (2021 and 2022), providing technical expertise and best practices that allow social sectors to better identify which part of public financial resources benefit (directly and indirectly) children and adolescents, especially those belonging to vulnerable groups. In addition, a thematic plan for advanced training and retraining of civil servants will be developed for the implementation of state policy in the interests of children, adolescents, families with children based on individual needs and budget expenditure planning standards per consumer, as well as an assessment of the effectiveness of existing spending to achieve SDGs at the local level, including through the Child and Adolescent Friendly Cities (CAFC) platform.

Activity 1. Support to the development of new tools and piloting of budget expenditure planning based on standards per consumer. UNICEF will assist the Ministry of Finance and the Ministry of Labor and Social Protection of the Republic of Belarus in the implementation of action 24 of the State Programme "Public Finance Management and Financial Market Regulation" aimed at developing tools and piloting budget expenditure planning using per-consumer standards intended to ensure the functioning of territorial centers of social services for population (TCSSP), centers of social services for families and children (social assistance to families and children). Specifically, UNICEF will provide technical expertise and best practices for budgeting services for children and families with children. Piloting of these tools of using standards for one consumer will be carried out on the basis of the TCSSP of the Minsk Oblast. The piloting results will be used for implementation from 2023 on an ongoing basis for planning budget expenditures using cost standards per consumer. In Belarus, the results will be presented to the public with the invitation of international experts.

Activity 2. Generating evidence and developing child-focused budgets at the local level. Under this activity efforts will be directed to customizing and advancing UNICEF child-focused public expenditure measurement (C-PEM) framework aligned with the practice of performance-based budgeting. This activity, which is already part of the Ministry of Finance's Public Finance Management Strategy, will entail developing and agreeing on the scope, criteria and other methodological aspects of child focused budgeting, based on a review of existing budget information systems and practices in Belarus. This will be done in close consultation with key

governmental and non-governmental stakeholders at the national and local levels. Afterwards, the methodology will be adapted to the Belarusian context and utilized to categorize and monitor child-focused spending at the national level and in three selected municipalities in Minsk region (tentatively in Borisov, Molodechno and Zhodino). Child-focused budgets at the local level will be supported with city-level action plans. In addition, a methodology for multidimensional poverty measurement that is currently being developed jointly with the National Statistical Committee (Belstat) (as part of its National Statistics Strategy for 2018-2022 and SDG Statistics Roadmap 2018) will be piloted both at the national and regional level. The findings will be validated with key governmental stakeholders and, consequently, the guidelines for government spending will be prepared and consulted in the process of programming, monitoring and evaluation of social services focused on individual needs. A manual for capacity building of government officials, local level authorities, adolescents and CSOs working with vulnerable groups will also be developed.

Activity 3. Policy dialogue and capacity development for performance-based budgeting: This intervention will advance child-friendly governance through facilitation of policy dialogue and capacity development of key governmental partners. The capacity building will also include adolescents' and CSOs ability to assess the total volume and composition of budget allocations for children, adolescents, vulnerable families and other vulnerable groups. Families will learn how to identify gaps and bottlenecks against existing policies, with the involvement of national and/or international experts assisting in the development of this capacity.

As a result of these interventions, knowledge and expertise developed at the national and regional level will be institutionalized by developing a thematic plan for advanced training and retraining of civil servants in the design and implementation of state policy in the interests of children, adolescents, families with children, based on individual needs and budget expenditures planning using standards per one consumer. These modules will be included in programmes for officials of the Ministry of Labor and Social Protection as well as other ministries, and will be administered by the Republican Institute for Advanced Training and Retraining of the Ministry of Labor and Social Protection and the Academy of Public Administration under the aegis of the President of the Republic of Belarus. In addition, greater disclosure on the new budgeting tools will be promoted through information systems such as the Portal on Child Statistics and the site of the Fund for Social Protection of Population. At the same time, UNICEF and other UN agencies will ensure that the lessons learned at the local level are communicated to the national partners and included in policy dialogues.

UNFPA (reproductive health): The agency will intervene to support the Ministry of Health, its subordinate healthcare institutions, as well as local governments, to improve the efficiency in the use of public resources in health care, in particular with regards to reproductive health services, by introducing normative cost-based budget planning methods per one consumer. The main purposes of the interventions are to integrate the concept of sustainable development into budget process and align financial objectives and indicators with SDGs through bottom-up budget planning based on the need for services depending on demographic, including gender, characteristics of the population. UNFPA will provide support to the Ministry of Health and regional executive authorities, in close collaboration with the Ministry of Finance and international financial institutions.

Activity 1. Strengthening capacities of public authorities and healthcare managers on normative cost-based budget planning methods per consumer and aligning budgeting with SDGs. A needs assessment of the Ministry of Health, healthcare managers and local

government's knowledge and skills on normative budget planning methods focused on the cost of budgetary services per one consumer will be performed on the example of reproductive health protection and other preventive measures in the field of primary health care. Further interventions will increase the efficiency of using budget planning methods. An analysis of the effectiveness of financing services will be carried out taking into account gender characteristics, place of residence and age of consumers, and budget planning method based on demographic characteristics and the need for services will be calculated and proposed. Tools will include practical oriented trainings covering principles of cost-based budgeting, implementation of the mechanics of results-based financing for services, guidance for producing SDG-aligned output indicators, cost-based calculation of services required to achieve the goals and results, development of indicators and performance criteria. Accountability, performance monitoring and auditing will also be in the focus of workshops and trainings. Gender planning and budgeting principles will be incorporated in the agenda of educational events. The UNFPA Country Office will use existing experience based on recent collaboration with the Ministry of Health on the development of national audit and monitoring tools and quality assessments with regards to financial effectiveness.

Activity 2. Development of the conceptual and methodological framework to integrate SDGs in normative budgeting in healthcare based on the cost of service per one consumer. Actions will involve the identification and adaptation of relevant international practices as a basis for developing a conceptual and methodological framework to integrate SDGs in budgeting based on the cost of services and the estimated need for them. To facilitate adaptation of international best practices, a study tour will be arranged to one of the European Union countries with demonstrated good practices in normative budgeting based on the cost of services and forecasting, including digital technologies. The guidance will include tools for cost-planning and budgeting based on the cost of services per one consumer, on reproductive health services, including cervical, breast cancer screening, and family planning services. Gender approach for planning, budgeting and monitoring will be introduced on local and regional level. Recommendations for the improvement of monitoring and evaluation will also be included, including instructions for the piloting of the new approach in selected regions. All instructions will be prepared in cooperation with the Ministry of Health with the methodological support of the Ministry of Finance and engagement of research centers and academia.

Activity 3. Feasibility studies and testing of the conceptual and methodological framework in a pilot region. Piloting of the normative budgeting in healthcare, based on the cost of service per one consumer, for maternity services, family planning services and other healthcare services will be undertaken, which will include designing performance measurement system, meaningful performance indicators and tracking expenditures of budget resources to achieve outcomes. Budget planning automation tools will be developed, implemented and tested as needed. Gender-specific performance indicators will be implemented and tested. UNFPA has capacity on country and regional level to provide expertise on assessment and financial analytical tools, such as the "Developing transformative results investment cases toolkit".

UN Women (integration of Gender Responsive Budgeting into PFM system). As part of SDG 5 implementation, UN Women will provide expert assistance to the Ministry of Labor and Social Protection to assess the gaps in achieving gender equality and empowering women and girls and identify further steps in this direction. The activities will involve mapping, with gender lenses of the Ministry of Labor and Social Protection programmes and plans, and how they are in line with the SDG 5 and its targets and indicators. From the resulting analysis, one programme will be selected jointly with the Ministry of Labor and Social Protection for

more in depth gender assessment to identify gaps. This intervention will be coupled with training on gender data literacy, gender analyses and GRB tools and methods including costing of specific interventions related to SDGs. Additionally, simple checklists and GRB toolkits will be developed, with the aim of improving programme based planning and budgeting. Furthermore, a gender responsive budget statement will be developed for the policy area which will be analyzed in-depth. UN Women will also engage and collaborate closely with the Ministry of Finance in ensuring that the proposed interventions are anchored on the broader PFM principles. The programme outputs and knowledge products gained through implementation of these activities will be widely disseminated to create models that could be scaled in the future. The organization will be part of the national coordination structures/mechanisms and engage with key players on integrating gender responsive budgeting in public finance management system, as provided for in PFM Strategy and National Action Plan on Gender Equality.

2.4 Budget and value for money (max 2 pages)

Full implementation of the Joint Programme mobilized USD 993 104 for the implementation period of two years, in addition to USD 197 500 resulting from co-financing by PUNOs. With regards to co-financing, the project will aim to leverage resources from private sector and IFIs.

The funds will be fully utilized by PUNOs to ensure the smooth delivery of activities under this JP, which, as detailed in the respective budget table, will include technical support, grants to counterparts, supplies and equipment, procurement services, transport, funds for advocacy, research and studies, programme development and implementing, training activities and staff support.

The detailed breakdown of the funds accompanied by specific activities is included as for the requirements of this programme (see annex 4).

From the standpoint of cost-efficiency, UNCT agencies will work to ensure rosters of expert advice, goods and services to be procured in most efficient manners. The JP value for money resides in the minimization of administrative costs and the advantages of joint coordination at the RCO, as detailed in the governance section. A prioritization of allocation to local level administration is also in line with the Government agenda and minimizes duplication of work with other development partners involved in public finance reforms. The involvement of CSOs for certain activities will also contribute to cost-savings as there is evidence in Belarus of their comparative advantage through social contracting.

At least 50 per cent of the budget will be allocated to gender equality and women's empowerment in each of the components. Given that one of the outcomes is exclusively devoted to developing a gender marking methodology for public finance, the JP ranks higher on this category in the gender matrix (see Annex 3).

2.5 Partnerships and stakeholder engagement (max 2 pages)

The Government of Belarus has put in place a robust institutional coordination framework led by the National Coordinator on Implementation of SDGs and the Council for Sustainable Development, which includes deputy heads of almost all republican government bodies and local executive and administrative bodies. In addition, strong institutional capacities will be required to develop and implement new, revised laws, policies and programs needed for

accelerating progress towards the SDGs, especially within national and local public management.

For the purposes of the JP, sectoral ministries will be important for implementation of specific interventions (the Ministry of Labour and Social Protection, the Ministry of Health, the Ministry of Natural Resources and Environmental Protection), while the Minsk Oblast and municipal executive committees will have their role to play in piloting the new methodology at the local level. The Ministry of Finance may be one of the counterparts to provide methodological support for the Programme activities. In addition, several line Ministries are also involved in the implementation of policies that are sensitive from the point of view of environmental and social impact.

The Ministry of Finance has already been working on public finance reforms with the assistance of the World Bank (See Box 1). A project on Public Financial Management Modernization is being rolled out until 2021 with the purpose to improve policy alignment of the budget, consolidate cash balances, improve budget transparency and lay foundations for implementation of an Integrated Financial Management Information System (FMIS) (See box).

Box 1. The World Bank Public Financial Management Modernization in Belarus

The World Bank has been deploying modern public finance tools in Belarus since 2016 through a specific loan that involves technical capacity building to the Ministry of Finance. There are three components to the project:

1) *Budget management regulations and procedures.* The Government of Belarus' PFM Strategy plans to introduce a medium-term budget framework and to link state programmes and budgeting process through introduction of programme budgeting. This sub-component supports this process and will include technical assistance on macroeconomic forecasting, revenue forecasting and tax expenditure analysis, medium term budgeting and programme budgeting including monitoring and evaluation of programme implementation.

2) *PFM IT solutions.* This component will form a basis for future FMIS implementation by: developing new or revising existing business processes based on the reform initiatives in the areas of PFM reform, including budget planning, execution, debt management, and procurement, accounting and reporting; and preparing tender documentation, including specifications based on the revised business processes.

3) *The change management.* The change management component will support the implementation of regulatory and procedural reforms through a programme of capacity building and project management activities. This component will support the operation of the project implementation office, which will: carry out project procurement, financial management activities and organize audit; help the Ministry of Finance coordinate project activities; and interact with all local and international entities involved in the project.

Source: World Bank

The Ministry of Finance may be consulted by the PUNOs at the national level to develop capacities for promoting normative budgeting based on cost of services per consumer by following the following criteria for focal points: UNDP (on issues related to cost planning for biodiversity related policy matters), UNFPA (for social issues linked to women health), UNICEF and UN Women (education and children welfare and gender issues). WHO, although not a PUNO, will be consulted for technical expertise on health related cross-cutting issues. In addition, not implementing agencies signatories of UNSDCF (both resident and non-resident) will be consulted for technical advice in their areas of expertise.

The PUNO's specific competencies are summarized in the following list:

UNDP: The UNDP will leverage its long-standing experience on all outcomes of the UNSDCF. In particular, its expertise will be leveraged on the topics of energy and environment, nature protection, climate change, biodiversity preservation and Government planning with regards to the costing of SDGs. The UNDP office has been in the past directly involved in drafting National programmes and normative legal acts on such issues as biodiversity preservation, protected areas, state programmes on environment. Based on the partnerships built with various stakeholders (government agencies, private sector, academia, NGOs, etc.) in the field of sustainable development, UNDP will implement new activities under the relevant UNSDCF outcomes and outputs. UNDP will leverage its global network of expertise with regards to the governance of climate change finance. Subject areas of global expertise include identifying all climate-related public expenditure, inflows and budget revenue, assistance in bringing public sources of climate finance (domestic and international) into national budgeting; identifying additional climate funding requirements and financing gaps; ensuring accountability of climate finance for the general public, and particularly the poor and vulnerable. This knowledge has been operationalized through technical assistance in the form of more effective planning and budget decisions related to climate change finance and budget-tagging to better track climate finance and identify resources.

UNFPA: The agency will contribute its expertise regarding its long time involvement and understanding of Belarusian challenges on issues related to public spending and fiscal aspects with regards to: 1) the empowerment of youth and elderly for engagement into decision making, 2) gender based approaches to comprehensive HIV/STI prevention; reproductive and sexual health of vulnerable groups, including persons with disabilities; 3) Practical involvement of the private sector to partner government and civil society in addressing the needs of the vulnerable groups; design and introduction the system of favorable environment at the work place for men and women parenting; and 4) empowerment of the elderly in countries with population ageing and population decline; designing informational strategies to remove stereotypes for gender equitable societies; men's health as an element of gender equality. Its technical expertise in Belarus has included in the past gender budgeting, gender equality scanning of the legislation and strategic documents, and it has also engaged with the private sector to partner government and civil society in addressing the needs of the vulnerable groups. The agency has a proven record of work involving programme implementation on demographic data collection and use, with the focus on SDGs; gender equality programmes, with the focus on youth, work with the civil society, local authorities, private sector; and health programmes related to sexual and reproductive health, maternity health, men's health, HIV prevention among vulnerable groups.

UNICEF: Has substantive expertise on Children Rights, which has been built along the provisions of the Convention on the Rights of the Child. Topics include health, education,

social protection, child/youth participation (involvement in issues related to environment, economics, stakeholder engagement), child protection issues – justice, violence; social inclusion, economic – investments/PFM; integration of SDGs as local levels, engagement with private sector for child rights. The organization has also built expertise on key related international conventions guiding UNICEF’s mandate, such as the Committee on the Elimination of Discrimination against Women (CEDAW) as well as other human rights- related conventions and processes (e.g. CRPD, UPR) and international standards/guidelines that affect child rights and families. UNICEF is also active in policy and advocacy dialogue with the national and local government partners. It has invested significantly in evidence generation and validation (e.g. through its involvement in the development of household surveys like the MICS, Disability Survey), online portals (e.g. the Child portal/ SDG portal in cooperation with the National Statistical Committee); as well as exchange of experiences (both Belarusian and international). UNICEF is well positioned to engage in monitoring and evaluation, with a proven record of delivering at least three evaluations over each five-year cycle. Globally, it counts with over 600 staff trained in Public Finance Management Support and/or implementation of Public/Sector Expenditure reviews to determine volume, effectiveness and financing gaps as well as to supporting alignment of sector development policies/goals and public budgets. It has undertaken capacity building activities on cost-benefit, value-for-money analyses as well as fiscal space analyses and financing assessments to develop investment cases for advocacy and policy reform as well as on budgeting for key social sectors. It also has a proven record on the development of financing strategies, support tax and subsidy reform initiatives. Finally, it has built expertise in using KPIs for informing decision and policymakers and supporting fiscal space and prioritization discussions as well as in collaborating with CSOs to influence budget decisions.

UN Women: Counts with substantive experience supporting Governments in the development and implementation of systems to track gender budgets and making data publicly available; improving the alignment between gender priorities in national policies and financing strategies and providing guidance to ensure strong gender analyses as core components of effective and efficient policy. UN Women’s Gender analysis of data has been prepared as guidance to assist Governments design public policy at every stage – from the diagnostic through monitoring and evaluation. The agency has also leveraged gender expertise – through national women’s machineries and academia- which has been used to apply GRB methods, tools and analyses to support national financing strategy development, plans and budgets. Other interventions of UN Women have also focused on supporting and/or implementing gender assessments for sectors and local authorities to inform planning and priority setting, assistance in the preparation of fiscal legislation and regulations, and the integration of GRB in call circulars, budget statements and gender tagging. The implementation of costing and gender impact analyses has also been used by countries to develop evidence base for advocacy and policy reform.

3. Programme implementation

3.1 Governance and implementation arrangements (max 3 pages)

The joint programme will be implemented by UNDP, UNICEF, UNFPA and UN Women. WHO will provide technical expertise on health related policy issues. The reason for this setup concerns the cross-cutting nature of social services and environmental policy issues and the need to ensure a balanced approach on PFM reform in a context of budget constraints.

UNDP will serve as the convening agency. The PUNO agencies will rely on the guiding role of the RCO to ensure smooth delivery of programme elements as well as for support with communication campaigns.

To ensure country ownership of the project, the PUNO agencies will rely on close collaboration with the Ministry of Finance, the line ministries and other government agencies for the delivery of each of the project components.

The Convening agency in cooperation with the RCO will also host a Project Implementation Unit, which will convene on a monthly basis to discuss progress with regards to implementation and address potential challenges in general or specific to the delivery of programme elements.

A joint Programme Steering Committee (PSC) will be created. It is expected that the PSC will be composed of representatives of PUNOs, the Ministry of Finance and key sectoral ministries, such as the Ministry of Labour and Social Protection, Ministry of Health, Ministry of Natural Resources and Environmental Protection, other ministries, local executive and administrative bodies. Representatives of the non-governmental institutions may be invited for consultation on an ad-hoc basis. The Steering Committee will meet two times per year and will be responsible for approving programme plans and for assessment and review of progress reports. From the UN side, the Steering Committee will be led by the UN Resident Coordinator and include representatives of UNDP, UNICEF, UNFPA and UN Women.

Each of the PUNOs will be responsible for the delivery of the project components under their remit. The RCO will provide coordination and technical support when needed for both the planning and management of individual project components. Each agency will be required to provide inputs to progress reports, both in substance and quantitatively with regards to financial performance of each element. The Convening agency will compile all progress reports in advance of the meetings.

By providing a platform that is neutral to agency interests, the joint PSC will allow for open discussions of new tools of normative budgeting per consumer, best practice SDG expenditure tagging and tracking of expenditures. It will accelerate adoption of successful initiatives and open opportunities for scaling up. It will also allow for early identification of hurdles to project implementation and reduces the likelihood that the same type of challenge replicates in another sectoral or regional context. These mechanisms will by themselves act as a cost-saving device both for the agencies and the Government agencies involved.

Given its steering and coordinating capacities, the RCO will also liaise with international partners both from the UN system, the IFIs (World Bank, EBRD and EIB) and the donor community. It will thus ensure the complementarity with ongoing initiatives affecting not only public finance management, but broader public sector reforms, (e.g. SOE restructuring, the promotion of PPPs in infrastructure). Such an approach will also help build synergies with stakeholders that could mobilize other sources of finance that are currently incipient in Belarus like FDI and portfolio investments as well as the promotion of business climate reforms that could impact on enterprise development and the promotion of domestic private finance.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix,

updated risk log, and anticipated expenditures and results for the next 12-month funding period;

- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme¹⁷; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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

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

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

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

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

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

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

After completion of a joint programmes, a final, *independent and gender-responsive*¹⁸ *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the

guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

3.3 Accountability, financial management, and public disclosure

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

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

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

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

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

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

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

3.4 Legal context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Belarus and UNDP, signed on 24 September 1992. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner".

D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Reducing stigma and discrimination towards adolescents and young people living with HIV	<p>Adolescents living with HIV are empowered and recommendations are provided to the Ministry of Health and Ministry of Economy on the normative framework improvement to remove barriers for their access to sports, recreation and vocational/higher education engagement.</p> <p>The enabling non-discriminatory environment in schools and other educational establishments for adolescents living with HIV and with chronic diseases was created.</p> <p>The most vulnerable adolescents</p>	<p>Developing leadership skills of adolescents and young people living with HIV to advocate for their rights and foster initiatives aimed at preventing risky behavior and promoting healthy lifestyles among young people.</p> <p>Supporting the network of adolescents affected by HIV and their peers to raise awareness on HIV, risky behavior prevention and reproductive health promotion.</p> <p>Enhancing the knowledge of health and education system specialists on dealing with children and adolescents living with HIV and chronic diseases/ disabilities</p>	UNICEF	UNAIDS	USD 132'815	<p>Victoria Lozuyk vlozuyk@unicef.org</p>

	<p>motivated and applied to the YFHCs for the health-related counselling and changed their behavior towards non-risky</p> <p>The self-stigma of adolescents living with HIV and other vulnerabilities was reduced</p>	<p>in schools and other educational establishments.</p> <p>Developing the outreach capacity of youth friendly health centers, strengthening their cooperation with CSOs for reaching, referral and services provision to the most vulnerable adolescents and youth.</p>				
Adolescents with social innovation skills: driving change with UPSHIFT	<p>Adolescents gained knowledge and skills of social projection, developed and implemented socially oriented projects in their communities.</p> <p>The UPSHIFT methodology was tested, adapted to the Belarusian context, leading to buy-in by the Ministry of Education and integrated into the curriculum of the additional education system and coordinated by the National Center for children and youth creativity.</p>	<p>Building social innovation skills among adolescents, including the most vulnerable groups through the UPSHIFT methodology, introduction and activities implementation by seven Regional Resource Centers on Youth Empowerment in cooperation with CSOs.</p> <p>The online platform with open source knowledge management system related to innovative approaches and ideas for youth and adolescents was created.</p>	UNICEF	Government of Poland	USD 100'000	<p>Victoria Lozuyk</p> <p>vlozuyk@unicef.org</p>

Strengthening national capacity to counteract gender-based violence (with focus on domestic violence) in Belarus	<p>Improved national legislation on counteracting domestic violence in line with international commitments of Belarus and international standards.</p> <p>Improved practical mechanisms of response to domestic violence.</p> <p>Shifted public opinion towards zero tolerance on domestic violence and violence against women.</p>	Providing expert and technical support for the activities of governmental agencies in gender sensitive areas.	UNFPA	<p>Ministry of Interior</p> <p>Ministry of Labor and Social Protection</p> <p>Ministry of Health</p> <p>Academy of Interior</p> <p>Local executive committees and territorial centers for social services provision</p> <p>CSO "Gender Perspectives"</p> <p>"Radislava"</p> <p>"Belarusian Association of Young Christian Women"</p> <p>SIDA</p>	USD 1'012'456	<p>Aliaksandr Davidzenka</p> <p>davidzenka@unfpa.org</p>
Strengthened national capacity to ensure compliance of national policies and mechanisms with international commitments counteracting gender-based violence and advancing gender equality.	<p>Government specialists have enhanced skills, knowledge and practices to effectively prevent, protect and support survivors of domestic violence.</p> <p>Evidence based data on prevalence of violence against women in the country.</p>	Providing expert and technical support for the activities of governmental agencies in gender sensitive areas.	UNFPA	<p>Ministry of Interior</p> <p>Ministry of Labor and Social Protection</p> <p>Ministry of Health</p> <p>Academy of Interior</p> <p>Local executive committees and territorial centers for</p>	USD 300'000	<p>Aliaksandr Davidzenka</p> <p>davidzenka@unfpa.org</p>

				social services provision CSO "Gender Perspectives" "Radislava" "Belarusian Association of Young Christian Women"		
Support for the functioning of the National Institutional Mechanism for achievement of the Sustainable Development Goals of Belarus.	National capacity of the Republic of Belarus in planning and budgeting for SDG achievement is increased. National and international stakeholders are involved in discussing national SDG priorities.	Providing expert and technical support for the activities of governmental agencies. Building state capacity to plan and budget for SDGs. Enhancing international cooperation in the context of SDGs implementation.	UNDP UNICEF UNFPA	National Coordinator on implementation of SDGs Ministry of Foreign Affairs Belstat	USD 84'500	Natalya Minchenko natalya.minchenko@undp.org
Support for the functioning of the National Institutional Mechanism for achievement of the Sustainable Development Goals of Belarus - 2	National and International stakeholders are engaged in the discussion of national programmes and action plan for SDGs implementation.	Providing expert and technical support for the activities of governmental agencies for SDGs implementation in the context of COVID pandemic.	UNDP UNICEF UNFPA	National Coordinator on implementation of SDGs Ministry of Foreign Affairs Belstat	USD 60'000	Natalya Minchenko natalya.minchenko@undp.org
Support to the National Coordinator on Implementation of Sustainable Development Goals and Strengthening the Role of the	Increased involvement of the Parliament in the SDGs implementation issues.	Providing expert assistance to state bodies on implementation of national SDGs.	UNDP	UNDP	USD 280'000	Natalya Minchenko natalya.minchenko@undp.org

Parliament in the Implementation of SDGs.	Enhanced international cooperation in the context of SDGs implementation.	Raising awareness among various stakeholders on SDGs relevant on national and local levels.				
Advancement of Child- and Adolescent-Friendly Cities Platform.	Governance approaches at local levels became more child-sensitive and participatory, with increased children/adolescents' participation in cities' planning, monitoring and awareness raising of child rights realization within the platform "Child and Adolescent Friendly City".	Capacity building of the local authorities for the participatory child centered planning, monitoring and assessment within CAFC platform for SDGs localization. Developing adolescents' skills for their engagement in the local decision-making and SDGs implementation.	UNICEF	UNICEF	USD 76'502	Victoria Lozuyk vlozuyk@unicef.org
Assistance in strengthening the national statistical capacity in the production and dissemination of information on the situation of children, women and persons with disabilities to monitor the implementation of SDGs by the Republic of Belarus.	National capacity of the Republic of Belarus in monitoring the SDGs is increased: 21 SDG indicators produced through MICS round 6 survey (9,000 households) Disability survey is completed (12,600 households); The National platform for reporting on SDG achievements developed and launched	Providing expertise and technical support in conducting population-based surveys. Supporting the National Statistical Committee (Belstat) in quality assurance of administrative data of line ministries and governmental agencies. Building state capacity to monitor SDGs and disseminate data.	UNICEF	National Statistical Committee (Belstat) RF WB UNICEF	USD 588'750	Uladimir Valetka uvaletka@unicef.org

	(http://sdgplatform.belstat.gov.by); The universal data-portal on child-related statistics launched (http://www.childreportal.belstat.gov.by).					
Strengthened national institutional capacity for the formulation and implementation of rights-based policies that integrate evidence on population dynamics and their links to sustainable development	National institutional capacity to collect, analyse and disseminate disaggregated data by sex, age and regions is strengthened. Established demographic analysis and population projections integrated into national development policies and programmes. Educational programmes on population and development integrated into curricula of institutions of higher education; educational institutions. improved monitoring and	Providing expert and technical support for the activities of governmental agencies in gender sensitive areas.	UNFPA	UNFPA National Statistics Committee Ministries of Health, Education, Economy (including its Economy Research Institute), Labour and Social Protection (including its Scientific Research Institute and its Republican Institute for Advanced Training and Retraining) Belarusian State University	USD 300'000	Aliaksandr Davidzenka davidzenka@unfpa.org

	evaluation system in place of national development programmes.					
Soft pipeline Support of nationalization and localization of Sustainable Development Goals in Belarus.	Sustainable Development Indicators nationalized through integration into national, sectoral and regional strategies development plans.	Using information provided by local and national authorities for SDG tagging and integration into national, sectoral, regional strategies.	UNDP UNICEF UNFPA WHO	UNDP UNICEF UNFPA WHO	USD 3'000'000	Natalya Minchenko natalya.minchenko@undp.org
Support to Economic Development at the Local Level in the Republic of Belarus (SPRING).	Mechanisms to unleash private initiative are in place, thus providing solutions for local socio-economic development; Capacities of the specialists from administrations and organizations at the local level are enhanced. New income generation opportunities are created.	Building eco-systems to support economic activities, including improving legislative frameworks and building stakeholders' capacity; Providing access to new financial mechanisms at the local level to enable the development of SMEs and EASIs. Focus on youth and vulnerable groups.	UNDP	EU, UNDP	USD 9'461'600	Liudmila Sakalouskaya liudmila.sakalouskaya@undp.org
Analysis and development of a Baseline report on public investments in children and adolescents for achieving SDGs in Belarus.	The research on public investments on children and adolescents conducted jointly with the Economic Research Institute	Providing expertise and technical support for the activities of governmental agencies. Building state capacity to plan and budget for SDGs.	UNICEF	UNICEF World Bank Ministry of Economy Economic Research Institute	USD 39'255	Uladzimir Valetka uvaletka@unicef.org

	<p>First SDG baseline report on child-related SDG indicators developed.</p> <p>An in-depth analysis linking public spending with results for children (CEQ4C approach) prepared jointly with World Bank.</p>	Enhancing international cooperation in the context of SDGs implementation.				
Capacity development of the National Statistical Committee (Belstat) in monitoring the Multidimensional Child Poverty through training in UNICEF Office of Research.	Support the country in developing an official statistical methodology for measuring the multidimensional poverty to monitor SDGs.	Building state capacity to monitor SDGs (SDG indicator 1.2.2.1).	UNICEF	National Statistical Committee (Belstat) UNICEF Office of Research	USD 7'500	Uladimir Valetka uvaletka@unicef.org
Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus (Green Cities).	<p>National policies and regulations for energy efficiency of municipal assets enhanced.</p> <p>Pilots on energy efficiency developed and integrated into existing frameworks.</p>	<p>Piloting environmentally oriented initiatives.</p> <p>Conducting analysis to enhance local governance efficiency.</p> <p>Enhancing national/local regulation.</p>	UNDP	GEF	USD 3'091'000	Iryna Usava iryna.usava@undp.org
Civic engagement in environmental monitoring and improving environmental management at the local level.	Policies improved and measures effectively implemented to increase energy efficiency and renewable energy production and to	<p>Orientation on protecting the environment.</p> <p>Stimulating efficient and inclusive management of measures aimed at</p>	UNDP	EU UNDP	USD 3'715'499	Volha Chabrouskaya volha.chabrouskaya@undp.org

	reduce anthropogenic burden on the environment.	improving the environment.				
Strengthened policy and national institutional capacity to deliver integrated sexual reproductive health information and services (including family planning, cervical cancer prevention and HIV), with focus on vulnerable groups.	<p>Developed national family planning model is aligned with international standard.</p> <p>Increased capacity of national healthcare professionals in the area of SRH.</p> <p>Implementation of modern educational programs on FP for specialists, GPs and midwives.</p> <p>Intersectoral dialog on cancer screening and prevention.</p>	Monitoring of needs of healthcare system and entry points for introduction of financial mechanisms.	UNFPA	UNFPA	USD 300'000	Aliaksandr Davidzenka davidzenka@unfpa.org
Preventing non-communicable diseases, promoting healthy lifestyle and support to modernization of the health system in Belarus (BELMED).	<p>People, especially vulnerable groups, are better protected from health risks.</p> <p>National health system strengthened.</p> <p>A larger percentage of population adopts a healthy lifestyle</p>	<p>Focus on vulnerable groups.</p> <p>Delivering assistance to government entities.</p> <p>Improving effectiveness of government spending when delivering services.</p>	UNDP UNFPA UNICEF WHO	EU Ministry of Foreign Affairs of Poland UNDP	USD 4'821'772	Oleg Dubovik oleg.dubovik@undp.org
Prevention of disability and social inclusion for children with disabilities and	Increase capacity to collect and analyze disaggregated data on the number of	The project is contributing to the achievement of the SDGs 1, 3, 4 and 5.	UNICEF	RF UNICEF	USD 2'424'600	Natallia Aleksandrovich

developmental difficulties.	children identified during the early years and receiving the services they need to achieve their potentials; Promote accessible quality early intervention services for CWD at the place of their residence; Establish system safeguarding families with children born prematurely.	Costing of ECI system for early identification and early intervention services to reduce disabilities. Systems of data collection in the area of child disability will provide necessary information for financing ECI system.				naleksandrovi.ch@unicef.org
Advancing the National Justice System for Children.	National justice system for children and adolescents has been developed to change from a punitive to restorative response where children and adolescents in conflict with the law are given opportunities to become accountable for what they have done and to take responsibility.	The project is contributing to the achievement of the SDG 16.1, 16.3, 16.6, 16.7, 16.a, and 16.b by promoting the rule of law and access to justice, strengthening of the national laws and institutions.	UNICEF	Government of the United Kingdom UNICEF	USD 195'894	Dzmitry Shylin dshylin@unicef.org

Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

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

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ¹⁹	TBC	TBC
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ²⁰	TBC	TBC

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

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by per cent successful / unsuccessful)	1	1
4.2: #of integrated financing strategies that have been implemented with partners in lead ²¹	1	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country²²
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint programme Results framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: By 2025, adolescents, youth, families with children and vulnerable groups practice safer and healthier behaviors and enjoy better access and quality healthcare services					
Output 1 A set of inter-agency measures is developed for teaching healthy lifestyles and safe living skills, improving sexual, reproductive and mental health					
Capacity building on normative budgeting based on expenditures per consumer in the healthcare system is undertaken of the Ministry of Health, healthcare managers and local government with focus on reproductive health and gender-sensitive services.	0	1	1	Reports by Ministry of Health	UNFPA
A conceptual and methodological framework to integrate SDGs in normative budgeting based on the cost of services per consumer in healthcare is developed.	0	0	1	Project reports	UNFPA
Feasibility study and testing of the conceptual and methodological framework in a pilot region is undertaken.	0	0	1	Reports by Ministry of Health Reports by Municipalities	UNFPA
Outcome 2 By 2025, adolescents, youth, families with children and vulnerable groups, enjoy better access to gender-responsive, inclusive and labor-market-oriented education, improved social protection system, more restorative approaches to justice, and opportunities to strengthen their families' resilience.					
Output 2 Support is provided to the development and improvement of mechanisms and inter-agency approaches to enable identification, recording, and monitoring of the needs of vulnerable groups, including families in difficult circumstances, and in developing alternative forms of care and deinstitutionalization					

Cost-planning tools using standards for expenditures per consumer are developed for children and families with children and piloted at CAFC of the Minsk region.	0	1	1	Reports by Ministry of Labour and Social Protection	UNICEF
Child-focused budgets (child budgets) are developed at the local level in 3 (three) municipalities in Minsk Oblast.	0	0	3	Reports by Municipalities	UNICEF
A thematic plan for advanced training and retraining of civil servants is developed for the development and implementation of state policy in the interests of children, adolescents, families with children, based on individual needs and budget expenditures planning using standards per consumer.	0	0	1	Project reports	UNICEF
Outcome 3 By 2025, improvements in data collection, gender equality policies, and child and gender budgeting have created conditions for men and women of all ages, including those aged 65 years and older, as well as girls and boys, to better realize their rights and increase the quality of their lives, including through increased opportunities for employment and better protection from gender-based and domestic violence.					
Output 3: The system of collection, monitoring, analysis, and use of disaggregated data, including related to vulnerable groups, is improved in accordance with the human rights-based approach, gender equality and "leaving no one behind" principles.					
The Finance Assessment in the area of environmental protection and rational use of natural resources (FA) is carried out, the draft report on the FA results and the developed recommendations shared with the Ministry of Natural Resources and Environmental Protection.	0	1	1	Project reports	UNDP

The final report on the results of the FA in the area of environmental protection and rational use of natural resources is presented at the national level.	0	0	1 (Conference)	Project reports	UNDP/UN Women
The BioFin (Biodiversity Finance) methodology is applied, the possibility of implementing the normative budgeting in terms of specially protected natural territories is assessed, the report and developed recommendations are shared with the Ministry of Natural Resources and Environmental Protection.	0	0	1	Project reports	UNDP
Outcome 4: By 2025, improvements in data collection, gender equality policies, and child and gender budgeting have created conditions for men and women of all ages, including those aged 65 years and older, as well as girls and boys, to better realize their rights and increase the quality of their lives and better protection from gender-based and domestic violence.					
Output 4: Wider opportunities are provided to apply the principles of gender analysis of legislation, gender budgeting and gender equality mainstreaming in developing state programs and allocating budget resources					
Gender equality issues are incorporated into training programs for civil servants.	0	1	3	Reports by Ministry of Labour and Social Protection	UN Women
Gender analysis of one selected programme in the Ministry of Labour and Social Protection based on well-defined criteria followed up with action plan and budget.	0	1	1	Project reports	UN Women
Trainings are undertaken for the budget and strategic planning unit of the Ministry of Labour and Social Protection.	0	1	3	Reports by Ministry of Labour and Social Protection	UN Women

Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	2	Context analysis describes the impact of discriminatory gender-based attitudes and domestic violence that continue to hinder progress in women's full participation in all aspects of society as well as the vulnerabilities at later stages of the life, which remain a priority for public policy.	Baseline and Situation Analysis incorporates a gender dimension.
1.2	Gender Equality mainstreamed in proposed outputs	3	All programme outcomes include gender mainstreaming in line with SDGs and in particular SDG 5. In addition, Outcome 7 and Indicative Output 7.1 are particularly addressing gender issues: Wider opportunities are provided to apply the principles of gender analysis of legislation, gender budgeting and gender equality mainstreaming in developing state programs and allocating budget resources.	Results matrix. Expected results by outcomes and outputs
1.3	Programme output indicators measure changes on gender equality	3	Gender equality and the empowerment of women are visibly mainstreamed across all indicators, including women as part of vulnerable groups. More than one-half of the output indicators measure changes in gender equality and the empowerment of women in line with SDG targets including SDG 5.	Results matrix. Expected results by outcomes and outputs
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	PUNO have consulted with the Ministry of Labour and Social Protection the need to foster gender equality within the current proposed project. The programme contributes to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.	Results matrix Expected results by outcomes and outputs
2.2	PUNO collaborate and engages with women's/gender equality CSOs	2	PUNO will also build on previous cooperation with civil society organizations (e.g. Gender Perspectives) through the mechanism of social contract, including with women organisations.	Expected results by outcomes and outputs, Annex 1.
3.1	Programme proposes a gender-responsive budget	3	Over 50 per cent of planned expenditures will be allocated to gender equality and women's empowerment in each of the components.	Expected results by outcomes and outputs
Total scoring		2.5		

Annex 4. Budget and Work Plan

4.1 Budget per UNDG categories

UNDG BUDGET CATEGORIES	UNDP		UNICEF		UNFPA		UNWOMEN		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	91,200	50,000	70,000	52,500	30,000	20,000	30,000	75,000	221,200	
2. Supplies, Commodities, Materials	3,000		6,000		3,000		13,110		25,110	
3. Equipment, Vehicles, and Furniture (including Depreciation)	4,700		5,000		2,000		0		11,700	
4. Contractual services	240,579		55,000		25,000		75,160		395,739	
5.Travel	5,000		30,000		15,000		10,235		60,235	
6. Transfers and Grants to Counterparts	0		120,000		60,000		0		180,000	
7. General Operating and other Direct Costs	27,600		2,500		2,000		2,050		34,150	
Total Direct Costs	372,079		288,500		137,000		130,555		928,134	
9. Indirect Support Costs (Max. 7%)	26,046		20,195		9,590		9,139		64,969	
TOTAL Costs	398,125	50,000	308,695	52,500	146,590	20,000	139,694	75,000	993,104	197,500
1st year	183552	25000	159782	26250	146590		0	37500	489924	88750
2nd year	214573	25000	148913	26250	0		139694	37500	503180	88750

The budget by UNDG categories takes into account the funding requirements of selected activities by each of the PUNOs and the length of their interventions. Contribution per PUNO is based on their availability of funding, totaling in the amount of 197,500 USD. Participating UN Organization have allocated in their budgets at least 2% for the final external evaluation and 5% for monitoring, reporting and strategic communication (costs are reflected In the Joint Programme Management costs of the Workplan). The participating UN Agencies have planned their budgets for the following costs. Over half of the UNDP allocated funds are linked to contractual services for the undertaking of the analytical studies (e.g. Development Finance Assessment, BioFin) as well as the SDG based national budget exercise results. About 40 per cent of UNICEF allocated budget will be used for transfers and grants to counterparts linked to the undertaking of surveys and generating evidence and developing children budget at the local level. Over half of UNFPA funding is allocated to contractual services and grants to counterparts linked to the undertaking of the conceptual and methodological framework to integrate SDGs in result-oriented budgeting in healthcare and feasibility studies and testing of the conceptual and methodological framework in the pilot region. For UN Women, over half of funding will be allocated to trainings of Budget and strategic planning unit of the Ministry of Labour and Social Protection. In addition, funds will be used for related contractual services travel and respective staff costs, travel and logistical costs linked to organization of events; printing and publication; other organizational costs. Additional information on budget by activity is available in the Work Plan (section 4.3).

4.2 Budget per SDG targets

The selected targets can be properly associated with the role of public finance, thus allowing for proper monitoring of budgets. An equal allocation of funds will be devoted to the achievement of each target, which closely parallels the workplan. In terms of agency involvement, UNDP will have remit for spending on SDGs related to environmental protection and rational use of natural resources (SDGs 12-15). UNICEF will have a remit for SDG 1,3, 1.b, and 5.c, UNFPA for goal 3.8 and 5.6, and UN Women for 5.5.2, 5.4 and 5.c.

Overall, these goals represent 3 of the accelerators identified in the MAPS, and present strong interlinkages amongst themselves. They are at the core of the partnership between the United Nations Country Team and the authorities of Belarus, as reflected in the UNSDCF 2021-2025. They also represent the key competences of agencies in Belarus, thus providing an opportunity for localization of UN interventions. Finally, the selected SDGs present a representative sample of the three agendas (health, social and environmental), which the Government has also acknowledged as its long-term development priorities until 2035. Addressing them jointly as part of a common strategy could lead to savings linked to economies of scales as well as triggering of significant accelerators.

SDG TARGETS		%	USD
1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	14.29	170,086
3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	14.29	170,086
5.4	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.	14.29	170,087
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	14.29	170,087
5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.	14.29	170,086
5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	14.29	170,086
17.18	By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.	14.29	170,086
TOTAL		100	1,190,604

4.3 Work plan

Outcome 1			By 2025, adolescents, youth, families with children and vulnerable groups practice safer and healthier behaviors and enjoy better access and quality healthcare services.															
Output	Annual target/s		List of activities	Time frame							PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)		
Output 1: A set of inter-agency measures is developed for teaching healthy lifestyles and safe living skills, improving sexual, reproductive and mental health	TBC	TBC	Activity 1. Strengthening capacities of health systems on normative budgeting based on expenditures per consumer and aligning budgets with SDGs	x	x	x	x						Activity 1 Estimated budget of the activity 1 is 28 000 USD.	137,000	17,000	UNFPA	Ministry of Health	
			Activity 2. Development of the conceptual and methodological framework to integrate SDGs in normative budgeting based on the cost of services per consumer in healthcare.			x	x	'	x	x			Activity 2 Estimated budget of the activity 2 is 54 000 USD.					
			Activity 3. Feasibility studies and testing of the conceptual and methodological framework in pilot region.						x	x	x	x	Activity 3: Estimated budget of the activity 3 is 65 000 USD.					
Outcome 2			By 2025, adolescents, youth, families with children and vulnerable groups, enjoy better access to gender-responsive, inclusive and labor-market-oriented education, improved social protection system, more restorative approaches to justice, and opportunities to strengthen their families' resilience (SDG 1, 8, 16 and UN08).															
Output	Annual target/s		List of activities	Time frame							PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)		
Output 2: Support is provided to the development and improvement of mechanisms and inter-agency approaches to enable identification, recording, and monitoring of the needs of vulnerable groups, including families in difficult circumstances, and in developing alternative forms of care and deinstitutionalization	TBC	TBC	Activity 1. Cost-planning tools using standards for expenditures per consumer to be developed for children and families with children and piloted at CAFC of the Minsk region.			x	x	x	x	x	x	x	Estimated budget for the activity 1: 80,000 USDGrants to selected research think tanks, UNICEF staff to manage the activity, contractual services for peer review, conducting validation workshops and final presentations in each round (venues, catering etc), printing costs.	250,000	52,500	UNICEF	Ministry of Labour and Social Protection	
			Activity 2. Generating evidence and developing child-budgets at the local level in three municipalities in Minsk Oblast					x	x	x	x		Estimated budget for the activity 2: 85,000 USDSmall grants to selected CAFCs (including equipment and furniture), contractual services for research activities, travel costs, conducting regional workshops and child budget presentations (venues, catering etc), costs for printing including guidelines and manuals.					
			Activity 3. Policy dialogue and capacity development on performance-based budgeting	x	x	x					x	x	x					Estimated budget for the activity 3: 85,000 USDSmall grants to selected CAFCs (including equipment and furniture), renting costs for training venues and catering, contractual services for developing modules and trainers' fee, travel costs, organization of open debates on child budgets in CAFC Youth Parliaments, printing costs, IT company contractual services to integrate child budget into existing data portals and
Outcome 3			By 2025, improvements in data collection, have created conditions for men and women of all ages, to better realize their rights and increase the quality of their lives, including through increased opportunities for employment.															
Output	Annual target/s		List of activities	Time frame							PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)			PUNO Contributions (USD)		
Output 3: The system of collection, monitoring, analysis, and use of disaggregated data, including related to vulnerable groups, is improved in accordance with the human rights-based approach, gender equality and "leaving no one behind" principles	SDG National Indicator 17.18.1.1: The number of global indicators formed to monitor the achievement of the Sustainable Development Goals (units) Baseline: 74 (2018) Target: TBC Source: NRP	SDG National Indicator 17.18.1.1: The number of global indicators Baseline: 74 (2018)	Undertaking Finance Assessment in the area of environmental protection and rational use of natural resources (FA), including Rapid Integrated Assessment (RIA)		x	x	x	x	x				Advisory services (International and National Experts)	248579	UNDP (USD 50,000); UNWOMEN (USD 80,000, for gender technical assistance to support to the Ministry of Labour and Social Protection)	UNDP and UN Women (training on gender budgeting)	Ministry of Natural Resources and Environmental Protection Ministry of Labour and Social Protection	
			Launching the FA results, including the results of RIA							x	x		Conference with participation of invited experts, translation and editing of the report					
			Promotional materials, visibility, printing			x	x	x	x	x	x	x						National Consultants / Contractual Services
			Undertaking Biofin analysis and assessing possibilities for implementation of normative budgeting in terms of specially protected natural territories		x	x	x	x	x				Advisory services (International and National Experts)					
			Roundtables/workshops to present and discuss the results of FA and assessment of possibilities for implementation of normative budgeting in terms of specially protected natural territories			x	x				x	x						Round Tables/ Workshops with participation of invited experts, translation and editing of the report

Outcome 4				By 2025, improvements in data collection, gender equality policies, and child and gender budgeting have created conditions for men and women of all ages, including those aged 65 years and older, as well as girls and boys, to better realize their rights and increase the quality of their live and better protection from gender-based and domestic violence.															
Output		Annual target/s		List of activities	Time frame								PLANNED BUDGET			PUNO/s involved	Implementing partner/s involved		
		2020	2021		Q 1	Q 2	Q 3	Q 4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)				
Output 4: Wider opportunities are provided to apply the principles of gender analysis of legislation, gender budgeting and gender equality mainstreaming in developing state programs and allocating budget resources		TBC	TBC	Capacity Building of public officials working in the Ministry of Labour and Social Protection on budget analysis and funding. Three GRB trainings (one training on GE, gender concept and gender statistics, the other training on Basic GRB and the third one on normative budgeting tools based on the cost of services per consumer)						X	X	X		International trainer on GRB (14 working days for the int trainer USD 10,785 including 3 missions DSAs and travel); National gender expert 10 working days X 200 USD/day= USD 2,000.00; workshop expenses USD 10,110	114,555	67,000	UN Women	Ministry of Labour and Social Protection	
				Mapping of alignment of the SDGs targets with budgetary programmes of the whole Ministry of labour and Social protection. Assessments of the availability of gender data in the sector of social protection, prioritization of one specific programme based on mapping of SDGs alignment.							X	X	X	X					National gender expert 25 working days X 250 USD/day= USD 7,000.00
				Gender analyses of one selected programme in the Ministry of Labour and Social Protection based on well-defined criteria followed up with action plan and budget						X	X	X	X	National expert 20 days x 200= USD 4,000.00; International expert 20 days x 500= USD 10,000.00 (plus 5 days DSA and Travel) Total of USD 3,000.00					
				Trainings of Budget and strategic planning unit of the Ministry of Labour and Social Protection (3 trainings, 1-training on GE, gender concept and gender statistics, 2- Basic GRB and 3 - on normative budgeting tools based on the cost of services per consumer)						X	X	X	X	X					International trainer on GRB: 18 working days. Int expert: 16,310 USD fee including 3 missions (DSAs and travel). National trainer on GRB: 25 days= 7,000.00. 3 workshops expenses USD 11,000 Printing materials such as of the GRB checklists and GRB toolkit will = USD 3,350.00 UN Women programme staff cost plus travel USD 30,000.00
Joint programme management				Joint programme management								Joint programme management			Joint SDG Fund (USD)	PUNO Contribution s (USD)			
Administrative costs (joint communications, outreach, monitoring and evaluation)				Communications and outreach	X	X	X	X	X	X	X	X	X		16,000	25,000	UNDP and other PUNOs as relevant	Ministry of Health Ministry of Natural Resources and Environmental Protection Ministry of Labour and Social Protection	
				Evaluation	X	X	X	X	X	X	X	X	X		38,500				
				Monitoring and reporting	X	X	X	X	X	X	X	X	X	X					73,100

Annex 5. Risk Management Plan

The JP will consider both external and internal risks, which will be continuously re-assessed during the coordinating meetings on a quarterly basis. The matrix below will be used as a template to monitor changes in priorities. The Government's reliance on public funding to deliver on the SDGs is very strong and has showed strong reliance on UNCT that has built trust based on previous technical cooperation activities. Based on the existing urgency linked to macroeconomic constraints, an initial assessment shows there is a low risk that the Government will abandon its priority to improve the efficiency of public finance management, especially with regards to spending that can be social and environmental sensitive.

Still, although there is a strong commitment from the Ministry of Finance to deliver on state reform, the speed of implementation can vary depending on the collaboration and available capacities of line ministries as well as regional and local authorities. For instance, staff-turnover linked to Government changes could result in loss of knowledge, especially amongst local authorities. Given the importance of public sector expenditures for the achievement of the SDGs, the PUNOs will identify and manage specific risks that may threaten achievement of intended results in each of their content domains (i.e. children, environment, health, gender), and ensure the fulfilment of risk mitigation activities. Ad-hoc measures may be undertaken to address conjunctural weaknesses so that the achievement of programme results are not compromised. The Steering Committee will also work to encourage pro-active action measures by stakeholders and develop mechanisms that could be triggered to remove hurdles in case low performance.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Potential worsening of the macro-economic environment, in view of the global Covid-19 pandemic, may affect coordination with IFIs; Change in reform priorities may limit commitment to implementation of the programme	High (9)	Possible (3)	Moderate (3)	UNCT will establish institutionalized dialogue mechanisms and work to keep continued contact with Government counterparts at national, regional and local level to ensure the delivery of the programme is not compromised	PUNOs as per individual activities
Programmatic risks					

(1) Long duration of the national project approval procedures preceding the launch of individual activities, (2) political support for gender equality initiatives may weaken (3) the impact of COVID-19 pandemic may delay or prevent the implementation of specific programme elements.	Medium (8)	Likely (4)	Minor (2)	Regular consultations with the competent government authorities involved in the project approval and registration processes will be established at all levels of Government; an agreement will be sought with the Ministry of Finance to ensure that the gender components of the JP are not compromised; regular consultations will be held with the Ministry of Health and WHO to inform the JP on different COVID 19 scenarios that may develop.	PUNOs as per individual activities
Institutional risks					
Changes in the mandates of agencies and ministries at the national, regional and municipality level could slow down the speed of programme implementation. Furthermore, limitations in the capacity of the Belarus ministries to dedicate sufficient staff time to the proposed engagement, due to foreseeable budget cuts may create additional hurdles.	High (16)	Likely (4)	Major (4)	UNCT will work to strengthen local capacities to ensure preparedness of municipal and regional authorities to internalize new knowledge and develop mechanisms to mainstream the institutional memory of all government echelons with regards to SDG finance.	PUNOs as per individual activities
Fiduciary risks					
Project implementation may be resisted by sectors of public administration (especially those that are not the subject of reform) as an instrument of macroeconomic adjustment.	High (9)	Possible (3)	Moderate (3)	The UNCT will need to work to communicate the purposes of reform in advance if implementation and ensure the individual interventions are perceived as elements of a broader strategy that will lead to efficiencies and a more sensible use of public funds	PUNOs as per individual activities

¹ The list of State Programmes of social and economic development for the period of 2016-2020 was approved by the Decree of the Council of Ministers #148 in February 2016. First consisting of 21 programmes, it was further expanded to 22 programmes.

² According to UNDP estimates in 2018, based on 2008-2016 averages, the picture is as follows: 64 per cent - state budget, 15 per cent - bank loans, 12 per cent - FDI, 6 per cent remittances and 1 per cent each: stocks and bonds, ODA, and financial services.

³ The 2017 MAPS attempted to calculate public finance spending through implementation of national development strategies, using Rapid Integrated Assessment method of UNDP, but it was unable to do it due to lack of time and the fact that Belarus ruble reform in 2016 complicated calculation of final numbers.

⁴ 21 vulnerable groups have been identified, including low-income persons, unemployed, people living in rural areas (especially women), residents of the territories affected by the Chernobyl accident, people with disabilities (including children), children living in families at social risk, stateless persons, forced migrants and refugees, victims of trafficking, orphans and children without parental care living in boarding schools, victims of sexual exploitation and abuse, young persons in conflict with the law, youth with mental problems and persons held in places of detention in addition to representatives of ethnic and gender minorities and people living with HIV.

⁵ In 2015, about 90 per cent of all deaths in Belarus are caused by NCDs, of which 29 per cent account for CVDs, diabetes between the ages of 30 and 70, and cancer – caused by high level of alcohol consumption and tobacco smoking – 46 per cent of men and 11 per cent of women were regular smokers in 2015. While mortality rates for CVDs in Belarus have shown a downward trend over the past 10 years, all-cause mortality in the country is still significantly higher than the European average. A significant difference in life expectancy exists between men and women, which for the past two decades is 10-11 years (with life expectancy at birth in Belarus was 69 years for men and 79.0 years for females as of 2016). The gap in life expectancy between rural and urban residents is even higher. Alcohol attributed injuries are also a concern with WHO estimates of annual 353.7 deaths from unintentional injuries and 284.2 deaths from intentional injuries per 1 million population. See Shield, K. D., Rylett, M., & Rehm, J. (2016). Public health successes and missed opportunities: Trends in alcohol consumption and attributable mortality in the WHO European Region, 1990-2014. Copenhagen, Denmark. Retrieved from http://www.euro.who.int/__data/assets/pdf_file/0018/319122/Public-healthsuccesses-and-missed-opportunities-alcohol-mortality-19902014.pdf?ua=1

⁶ Women in Belarus are particularly vulnerable to poverty in later stages of the life. Career breaks, part-time employment, unpaid care not factored in the pension system and the gender pay gap leads to higher risks of poverty in old age for women than for men. See “A Roadmap for SDG Implementation in the Republic of Belarus” report based on the findings of a ‘Mainstreaming, Acceleration and Policy Support’ (MAPS) mission undertaken by the United Nations in cooperation with the Government of Belarus, Minsk, 2008.

⁷ Local self-government is not separated from the system of state government bodies. However, local revenues and expenditures of self-Government budgets are rather marginal, as most local services are financed directly by deconcentrated state bodies. Most civil servants (22,512 people or 98.8 per cent of all civil servants) work in local executive committees (deconcentrated State bodies) (A Roadmap for SDG Implementation in the Republic of Belarus, p. 46)

⁸ The working of the lower levels of state administration usually transmit decisions originating at the level of the Council of Ministers along their respective vertical reporting lines. There are 24 ministries in Belarus each of which is responsible for policy implementation in the respective sector. Given the size of Government structures, the functional responsibilities of the ministries may overlap, leading to conflict and impacting on the efficiency of programme delivery. See Dobrinsky, R., Adarov, A., Bornukova, K. et al. 2016. “The Belarus Economy: the Challenges of Stalled Reforms”. Vienna: The Vienna Institute for International Economic Studies.

⁹ In 2015 a State Strategy on Public Finance Management was approved by the Council of Ministers aiming at improving efficiency of PFM systems across PFM cycle in the medium to long-run.

¹⁰ On 12 March 2020, the Council of Ministers adopted the long-awaited State Programme “Public Finance Management and Financial Market Regulation” for 2020 and the period until 2025.

¹¹ In addition to assessing the NSDS up to 2030 RIA assessment covered (i) 20 national sectoral development programmes implemented between 2016-2020 and (iii) the Brest rayon programme for the period 2016-2020 at the level of targets and indicators; UN agencies: as per the UNDAF 2016 – 2020 for the Republic of Belarus; civil society organizations: 13 non-governmental organizations on a voluntary basis; private sector: 9 organizations, members of UN Global Compact in Belarus with corporate social responsibilities.

¹² The assessment indicated in particular gaps with regards to SDG 17, on targets related to multi-stakeholder partnerships for sustainable development, technology, trade and PPP cooperation on SDG implementation, and capacities to disaggregate data. With regards to SDG 16 gaps on targets were identified for inclusive decision-making, access to justice and strengthening of institutions to prevent violence and abuse.

¹³ While no globally accepted methodology for SDG costing has yet emerged, UNDP, UNDESA, and other UN agencies conducted “MDG needs assessments” prior to 2015, to estimate the costs of meeting the Millennium Development Goals in developing countries. In order to estimate the costs of meeting the Millennium Development Goals in developing countries. Among CIS countries, MDG needs assessments were conducted in Kyrgyzstan, Moldova, Tajikistan, and Uzbekistan. “A Roadmap for SDG Implementation in the Republic of Belarus” report based on the findings of a ‘Mainstreaming, Acceleration and Policy Support’ (MAPS) mission undertaken by the United Nations in cooperation with the Government of Belarus, Minsk, 2018. http://sdgs.by/kcfinder/upload/files/FINAL_SDG_Roadmap_ENG_27_06.pdf

¹⁴ Established in accordance with Decree of the President of the Republic of Belarus dated June 21, 2011 № 261. <https://brrb.by/en/about/>

¹⁵ In addition to measures planned in the Strategy, the issue of contingent liabilities and fiscal risks associated with the large stock of quasi-fiscal debt under government-directed lending in the banking sector needs to be addressed. The resulting improvements in efficiency of public spending and development of instruments for strategic reallocation of resources should substantially contribute to enabling effective financing of Belarus’ sustainable development agenda. “A Roadmap for SDG Implementation in the Republic of Belarus” report based on the findings of a ‘Mainstreaming, Acceleration and Policy Support’ (MAPS) mission undertaken by the United Nations in cooperation with the Government of Belarus, Minsk, 2018.

¹⁶ https://www.undp.org/content/undp/en/home/librarypage/environment-energy/ecosystems_and_biodiversity/biofin-workbook.html

¹⁷ This will be the basis for release of funding for the second year of implementation.

¹⁸ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

¹⁹ Additional resources mobilized for other/ additional sector/s or through new sources/means

²⁰ Additional resources mobilized for the same multi-sectoral solution.

²¹ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners.

²² Annual survey will provide qualitative information towards this indicator.