

A. COVER PAGE

1. Fund Name:	Joint SDG Fund
2. MPTFO Project Reference Number	N/A
3. Joint programme title	Integrated Financing for SDGs Acceleration and Resilience in Djibouti
4. Short title	SDGs Financing framework
5. Country and region:	Djibouti, Arab States Region
6. Resident Coordinator:	Barbara Manzi, (manzi@un.org)
7. UN Joint programme focal point:	Fatima Elsheikh, UNDP (fatima.elsheikh@undp.org)
8. Government Joint Programme focal point	H.E Ilyas Moussa Dawaleh, Minister of Economy, Finance and Industry (ministre@economie.gouv.dj)

9. Short description:

Based on the on-going process to mainstream SDG acceleration in the 'National Solidarity Pact' for the COVID19 response and the upcoming National Development Plan, the initiative will cost social sector priorities for acceleration and will analyze fiscal space within the public sector budget for financing the priority SDGs, analyze the financing gap, analyze public finance management practices with a view to improve allocation and quality of spending and develop of and implementation of an integrated SDG financing strategy.

The Joint Programme will result in:

- Identification of volume of investment necessary to achieve the SDGs by 2030, including post Covid-19
- Identification of financing gaps
- Compilation and analysis and more readily available expenditure data
- Better planning and budgeting capacities in mobilizing private investments
- Improvement of financial information management systems
- Capacity development for generating evidence on effective and efficient use of resources that promote improved use of funds
- Identification of innovative financing opportunities, including establishment of Djibouti SDG Acceleration Fund

10. Keywords:

Djibouti, SDG costing, Covid-19, DFA, GRB, INFF, social protection, Resilience, COVID-19 and private sector

11. Overview of budget

Joint SDG Fund contribution	USD 944,440
Co-funding UNDP	USD 13,000
TOTAL	USD 957,440.00

12. Timeframe:

Start date	End date	Duration (in months)
1 st September 2020	1 st March 2022	18 months

13. Gender Marker:

14 out of 18, GN02

14. Participating UN Organizations (PUNO) and Partners:

14.1 PUNO POTENTIAL

- **Convening agency:** UNDP, Elsheikh Fatima Resident Representative, Fatima.elsheikh@undp.org, +25377412977

Other PUNO: UNICEF Representative , Johnson Melva, mjohnson@unicef.org, +25377492127

WFP Representative, Olivia Hantz
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14.2 Partners POTENTIAL

- National authorities: Ministry of Economy, Finance and Industry, Ministry of Budget, Djibouti Port and Free zones authority, Ministry of Health, Ministry of Education, Ministry of Agriculture and rural Water, Ministry of Social Affairs and Solidarity, Ministry of Women and Family, Ministry of Commerce, Central Bank, Minister of Investment, Ministry of Equipment and Transport, Ministry of Labor.
- Civil society organizations: Local Non-Government Organizations, Women and Youth association SDGs networks
- Private sector: Djibouti Chamber of Commerce and Industry Chambers of Commerce
- International Financial Institutions: World Bank Group/ International Monetary Fund / African Development Bank/ Islamic Development Bank
- Other partners: ECA, UNCT agencies European Commission, African Union, IGAD

SIGNATURE PAGE

<p>Resident Coordinator: Barbara Manzi <i>Date 22 September 2020</i> Signature </p> 	<p>Minister of Economy, Finance and Industry</p> <p>H.E Ilyas Moussa Dawaleh,</p> <p><i>Date:</i></p> <p><i>Signature and seal</i></p>
<p>Participating UN Organization (lead/convening) <i>Name of PUNO: United Nations Development Programme- UNDP</i> <i>Name of Representative: Fatima Eshelkh</i> <i>Date 22 September 2020</i> <i>Signature and seal</i></p>  	
<p>Participating UN Organization <i>Name of PUNO: United Nations Children's Fund- UNICEF</i> <i>Name of Representative: M</i> <i>Date 22 September 2020</i> <i>Signature and seal</i></p>  	
<p>Participating UN Organization <i>Name of PUNO: World Food Programme-WFP</i> <i>Name of Representative: Olivia Hantz</i> <i>Date 22 September 2020</i> <i>-Signature and seal</i></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. UNDAF Outcomes and Outputs

The following are the relevant Strategic Priorities and Outcomes from Djibouti The United Nations Development Assistance Framework (UNDAF) 2018-2022:

Strategic Priority 1: Inclusive and Durable Growth, Poverty Reduction

- Outcome 1: EMPLOYMENT OPPORTUNITIES: Enhanced employment opportunities, through ensuring the access of the most vulnerable to employment opportunities, it will enable the Government to reduce social disparities which could hamper socio-political stability in a region plagued by political tensions and civil wars

Strategic Priority 2: Strengthened Social Services and Human Development

- Outcome 2: EDUCATION, TRAINING and EMPLOYABILITY: By 2022, , Djibouti has an education system that equips targeted populations (particularly girls and women) with the tools, skills and technical knowledge adapted to the labor market and the country's need for economic and social development in line with the new Education Agenda 2030.
- Outcome 3: HEALTH, NUTRITION, WATER and HYGIENE ACCESS: Improved access to basic social services for the most vulnerable populations and groups
- Outcome 5: SOCIAL PROTECTION: The most vulnerable populations have access to an inclusive social protection system.

Strategic Priority 3: Strengthening environment and institutions for good governance

- Outcome 6: GOOD GOVERNANCE: national and local institutions and actors assure effective management, efficient and transparent use of public resources for the inclusive and equal development.

4. SDG Targets directly addressed by the Joint Programme

4.1 List of goals and targets

SDG 1: End Poverty in all its forms everywhere.

- Target 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

- Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- Target 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- Target 1.a: Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions
- Target 1.b: Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

SDG 2: Zero Hunger

- Target 2.1: Ensure access to adequate and nutritious food all year round
- Target 2.2: End all forms of malnutrition

SDG 4: Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for all

- Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

SDG 8: Promote Inclusive and Sustainable Economic Growth, Employment and Decent Work for all

- Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

SDG 16: Promote just, peaceful and inclusive societies

- Target 16.6 Develop effective, accountable and transparent institutions at all levels
- Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

SDG 17: Partnerships for the goals

- Target 17.3 Mobilize additional financial resources for developing countries from multiple sources
- Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

4.2 Expected SDG impact

This joint program will avail technical support to accurately cost the SDGs, in a post Covid-19 environment, and propose a financing strategy to accelerate progress on the SDGs. The joint program will support the development of a national financing framework for SDGs acceleration in Djibouti. The program will focus on identifying and designing funding frameworks for SDGs enablers. Focusing on critical SDGs targets related to social protection will help in bringing the furthest behind first in development financing and catalyzing joint work between public and private sector to enhance the state accountability and transparency. The joint program will impact GDP resilience to repetitive external and internal shocks including the recent negative impact of COVID-19 pandemic. While the program is focusing on key five sustainable goals, it will improve the overall ability of Djibouti to realize the 2030 Agenda by enhancing the financing capabilities and opportunities in the country.

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

The program will contribute to the following Strategic National Development Objectives of the SCAPE (*Stratégie de Croissance Accélérée et de Promotion de l'Emploi*) and the new National Development Plan under finalization and Djibouti Vision 2035.

- Objective 1: A DIVERSIFIED ECONOMY: Promoting competitive and healthy economic growth (Djibouti Vision 2035)
- Objective 2: REDUCE UNEMPLOYMENT: Reduce the unemployment rate thanks to the overall growth dynamic, the development of new sectors, the intensification of vocational training and the promotion of direct employment support actions (SCAPE)
- Objective 3: LIMIT EXTREME POVERTY: Alleviate extreme poverty, relying in particular on the promotion of economic activities in the interior regions where this incidence is highest (SCAPE)
- Objective 5: BETTER EDUCATION AND TRAINING: Universal primary education and have effective vocational training and higher education subsystems in line with the needs of the labor market (SCAPE)
- Objective 6: GUARANTEE GENERALIZED COVERAGE OF ESSENTIAL HEALTH CARE: Achieve generalized population coverage for essential health care, strengthen the quality and efficiency of the public health system, and reduce mortality by 15%, 25% and 30% respectively maternal, neonatal and infant (SCAPE)

It will also contribute to the National Plan for COVID response: the 'National Solidarity Pact' launched in April 2020, and its revisions

6. Brief overview of the Theory of Change of the Joint programme (1 paragraph)

The joint programme will help Djibouti establish, develop and maintain new financing systems and mechanisms to attract domestic and international investors for the achievement of the NDP, respond to development challenges highlighted by Covid-19 and accelerate progress on the 2030 Agenda and the SDGs.

UNDP, UNICEF and WFP, in close collaboration with the UNCT and under the overall leadership of the UNRC will work directly in support to the formulation and implementation of the NDP, fostering a whole of the UNCT effort in support to national authorities, thereby contributing to create a just and inclusive society which enjoys economic growth by conducting the three major outcomes; 1) If the Government integrates and accelerates SDG and cost it, it will be able determine the financing gap it will need to bridge to 2030, including through mitigation of the COVID-19 pandemic impact; 2) With this information government is able to prioritise

its National Solidarity Pact for the COVID19 response/National Development Plan objectives and those SDG that have the most potential to deliver equitable economic and social and environmental development to the population; 3) The costed priorities will enable the government to identify the current status of financing flows in Djibouti and suggest a roadmap to develop new financing instruments; 4) It will also support the formulation of domestic financing policies, functions and processes to facilitate money flows from within and outside of Djibouti and 5) to help mobilize International Financial Institutions (IFIs) international donors and private investments to contribute to the achievement of the NDP priorities and achieve SDGs, leaving no one behind

No analysis has been undertaken to date in Djibouti to determine how much financing is necessary to achieve the SDGs. This is due, among other things, to a timid mainstreaming of SDG in national planning and financing frameworks. This is further compounded by the impact of the COVID-19 pandemic on the economy and the impending exacerbation of poverty and inequality, thereby widening the financing gap to achieve the SDGs. The JP will be implemented alongside with the Government initiative to mainstream SDGs acceleration in the national development plan. Achieving the SDGs is premised on the knowledge of what it will cost to do so. In addition to costing, the main focus of the JP will be to quantify the contribution from the public sector financing and the identification of the financing gap. Knowledge of the gap will enable the identification and development of effective fiscal space and improved finance management measures, as well as the development of an integrated financing framework and strategy to fill the gap.

Social protection financing poses serious challenges since the essential objective of national protection packages is to set up a complete system of social safety nets which are coherent, coordinated and capable to guarantee universal protection against social risks across the life cycle of the most vulnerable groups of the population. This objective obviously raises the question of the sustainability of the funding of social protection through the SDG lens, and even more so in view of the COVID-19 impact.

Public sector sources of funding must be the first guarantee of this sustainability. In addition, external development funding such as loans or grants should constitute additional sources of financing, on the basis of available resources against a resource mobilization strategy over a sufficient and predictable period agreed with the Government of Djibouti.

Macroeconomic and budgetary projections for the 2018-2022 period show that budgetary margins can be created to finance more investments in social protection. These forecasts are being reviewed in view of budget pressure determined by impact and the need for an immediate response to COVID-19. Whilst, the pace of sustained growth and the expected tax reform following the recommendations of the *Assises* held in 2015 should have generated an increase in tax revenue, these elements are currently being reviewed.

The JP will allow the development of a budgetary space which is essential in this context of achieving SDGs as the appropriate framework for determining the financial resources to be released for social protection.

7. Trans-boundary and/or regional issues *(optional-list and briefly explain if relevant)*

This will be country and regional specific e.g. Africa African Free trade continental agreement; RECs related policies – if SADC region, or if ECOWAS, etc.; e.g. Asia-Pacific ASEAN, SAARC, Belt and Road Initiative; Pacific; ESCAP; Transboundary flows: Foreign Direct Investment; Illicit financial flows; linking migration/diaspora/remittances etc.

The recent movements in diplomatic activity in the Horn of Africa — defined here to include all IGAD Member States — provides an opportunity to rally UN system-wide resources in support of multi-stakeholder prevention, and to back the region in capitalising on the emerging incentives for peace, integration, and equitable and sustainable development. The strategy presently defined/formulated could support to catalyse processes and outcomes that advance the region's and resilience and contributes towards SDGs achievement as well as long-term development.

This is translated among others in the recently adopted African Continental Free Trade Agreement by the African Union endorsed by IGAD and Djibouti and currently being internalized in the national legal and economic framework.

Out of this space, many other issues of transboundary nature are emerging including mixed-migration and terrorism through violent extremism which require a strong and strategic link with the proposed joint project.

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement (max 2 pages)

Djibouti the smallest mainland in Africa (23,200 km²) a home 1,109,000 multi-ethnic inhabitants, witnessed a positive surge of growth in GDP over the past 10 years. The real GDP growth averaged close to 7 percent during 2014–17. After a slowdown in 2017, a recovery in trade flows has lifted growth—to an estimated 5.5 percent last year. Prior to the COVID-19 pandemic Djibouti Growth was projected to remain strong over the medium term, at around 6 percent annually. However, this will need to be revised once the impact of COVID-19 can be adequately assessed.

The country is considered as haven in a very volatile region. Djibouti's economic growth, driven by construction and rising transit trade and transshipment for Ethiopia with improved port, transport infrastructure, the China Silk Road and military bases (China, France, Italy, Japan, and the United States).

Special focus on mitigating the impact of COVID-19 on the national budget and the private sector is critical to develop a comprehensive financing framework in SDGs acceleration and resilience in Djibouti.

Supported by IMF and World Bank technical assistance (TA), the authorities have overhauled their national accounts and international trade statistics to include new information on the activity of Ports and Free Trade Zone Authorities. Driven by higher value added in the trade and logistics sectors, nominal GDP was revised up by close to 38 percent relative to the last Article IV Consultation for 2019. The economic development strategy based on large scale investments develop transport and logistics infrastructures combined with business climate

reforms. This growth has come at the cost of rising debt vulnerabilities. Public and publicly guaranteed debt has increased from 34 percent of GDP in 2013 to about 71 percent in 2018. Activity in the Free Trade Zone grew by about 10½ percent during 2014–17, and now accounts for one-fifth of the economy. This is anticipated to be heavily impacted by COVID-19's impact on the trading partners that utilize Djibouti logistics services mainly, China, EU trading with Ethiopia. Fiscal revenues have lagged due to large tax expenditure. Djibouti's business environment remains relatively unfavorable for private sector development.

Djibouti ranks 99th globally in the World Bank's Ease of Doing Business rating system. The private sector is small, and much activity is informal. However, the Government of Djibouti has developed an ambitious reform program and significant progress has been made in recent years to improve the business climate. Electricity and telecommunication prices and the overall cost of doing business are generally high in Djibouti. Djibouti's labor costs are also high compared to other countries in the region. Over time, the prudent wage policy being formulated in the public sector should contribute to lower unit labor costs. In addition, as the private sector often faces a shortage of skilled labor, it is important to improve the quality of education, employability and labor productivity.

SDG Progress: While the Government is committed to the 2030 Agenda for Sustainable Development, achieving the sustainable development goals while 'leaving no one behind', Djibouti requires scaled-up action to tackle its significant vulnerabilities, inequalities, humanitarian and development challenges. In the 'Djibouti Vision 2035', the Government identifies development priorities aimed at graduating to middle-income country status and becoming a major commercial and logistic regional hub. The vision's implementation has been set in five-years term.

The first cycle accelerated growth strategy for the promotion of employment, known as SCAPE (2015-2019), which identified four strategic priorities: economic growth, human capital development, regional sustainable development, and good governance. The strategy commits to reducing absolute poverty by more than one-third, decreasing unemployment, and ensuring universal access to basic health, energy and clean water. It aimed at preparing the country for more inclusive growth and for climate change. During the SCAPE cycle (2015-2019) major development gains were realized.

Poverty and growth analysis in Djibouti continue to be limited due to the lack of data and more representative statistics. In fact, the country displayed some regression in statistic capacities (-7.3 points) according to WB. In 2013, the authorities updated the 2012 household survey (EDAM-2012) and updated the calculations of key poverty indicators based on new thresholds and methodology (EBC-2013). Also, in 2015 the authorities published the results of a new survey of employment and the informal sector (EESI, 2015). The preliminary data of 2017 household income and expenditure survey. The goal of the survey is to produce reliable indicators, at the national level and disaggregated by region, gender, vulnerability status.

Djibouti has experienced statistically significant reductions between 2012 and 2017 its Multidimensional Poverty Index (incidence of poverty and the average intensity of deprivation reflects the share of deprivation that every poor suffers on average). The index MPI reflects a change from 0.223 in 2012 0.161 in 2017, approximately an 6.4% reduction. While the incidence of extreme income poverty has slightly reduced by 1.9% between 2012 (23%) and 2017 (21.1%) The rate of incidence of multidimensional poverty in 2017 (33.66%) experiencing a decrease in the proportion of households in multidimensional poverty situation of about 13 percentage points. In 2012, this figure was estimated at 46.61% of the population.

Similar trends are evident in all regions, except for one Dikhil which experienced an increase of multidimensional poverty between 2012 and 2017. This could be explained by the influx of 150,000 immigrants' and around 600 migrants passing through Djibouti on a daily basis from neighbouring countries in the search of economic and social stability. Furthermore, multidimensional poverty as poverty is highly rural phenomenon (51.3%) versus urban (11.8%) in 2017.

The main drivers of multidimensional poverty in Djibouti are related to (i) Sanitation (64%); (ii) Building materials or habitat (61%), (iii); Possessions of assets (51%). It should be noted that the deprivation focus on the health environment and the living conditions of poor households. This shows that achieving the SDGs and eradicating poverty require multisector approach and structural reforms in the national development financing framework. Mainly to address the persistent inequality and bring the most vulnerable of the population at the centre of development.

Despite some progress on social indicators, unemployment and poverty remain high. The country has high financial demands to support the SDGs acceleration in the decade of action and to mitigate any potential regression in SDGs following the anticipated negative impact of COVID-19 in a transshipment and logistics-based national economy. Financing sustainable development, inclusive growth and bolstering the external position in Djibouti require addressing identifying and facilitating SDGs financing space from both public and private sectors. Efforts targeted to overcome impediments to private sector investment, improving external competitiveness can leverage their contribution to SDGs financing.

Critical reforms include further enhancing the business environment, promoting competition, and improving the governance and efficiency of public enterprises to lower inputs' costs, particularly in the telecommunications and electricity sectors. Enhancing the skills of Djiboutian nationals through education and training is important to raise labor productivity and reduce unemployment. Reforms to strengthen governance, a theme that cuts across several state functions and is critical to achieve development objectives is key to addressing the opportunities for corruption and enhance macro-financial stability, resource allocation, growth, and inclusion. Discussions focused on strengthening fiscal governance (particularly management and oversight of Share of Expenditure (SOE)s, public procurements, and cash management) to improve spending efficiency and reduce fiscal risks; ensuring that the regulatory framework fosters a level playing field; and promoting Anti Money Laundering (AML)/Combating the Financing of Terrorism (CFT) and anti-corruption frameworks that encourage transparency and accountability.

In Djibouti, a Mainstreaming Acceleration Policy Support (MAPS) mission realized a Rapid Integrated Assessment (RIA) in 2018. The RIA showed a good level of alignment with the targets of the SDGs target (80% alignment). The National Development Plan called SCAPE 2015-2019 came to an end in 2019. The Government committed to increasing the level of alignment with the SDGs.

1.2 SDGs and targets (max 2 pages)

There might be two groups of targets that are relevant here.

Firstly, related to outcomes, there may be specific sectoral or thematic priorities that the Integrated National Financing Frameworks (INFF) will prioritise. Often this will relate to

government's headline priorities and/or the agencies that are involved and their areas of specialism.

Secondly, there are a few SDG targets and indicators that relate to specific types of financing. These relate especially to the finance indicators in SDG 17 on Domestic Resource Mobilisation (DRM), (17.1), Foreign Direct Investments (FDI) and remittances (17.3) and debt management (17.4). There are also a number of SDG targets and indicators related to financing for specific priorities, including for example:

SDG 1.4 and 8.10 – related to equal access to financial services and microfinance

SDG 3 – increased health financing

SDG 7 – investment in clean and renewable energy

SDG 8.3 and 9.3 – Micro, Small and Medium Enterprises (MSME) access to finance

SDG 9 – financing for infrastructure

SDG 10 – growth in ODA and other financing in line with national plans

SDG 15 – financing for biodiversity, ecosystems and forest management

b) brief analysis of interlinkages amongst the SDGs and opportunities for systemic change.

The national development plan costing will target poverty and nutrition dimensions to obtain SDG 1, 2, 11 through these opportunities:

- Set up cash transfer programmes aimed at reducing poverty, improving the nutrition and well-being of children and pregnant women (which may be done in synergy within the framework of the National Family Solidarity Programme).
- Institutionalize the social protection floor approach through the Social Register and national cash transfer programmes coupled with the social health assistance programme (PASS) for the most vulnerable households.
- Ensure the adoption of gender equality at all levels and strengthen the role of women in economic, food and nutritional security.

The national development plan costing will target agropastoral and fish production sectors to obtain SDG 2, 12, 13, 14, 15 through these opportunities:

- Strengthen the cooperative sector and farmers' organizations: the many cooperatives and farmers' associations in Djibouti will be able to play a key role in this strategy. They can reinvigorate the sector and make it more attractive.
- Ensure the incorporation of actions to strengthen nutrition-sensitive measures in all production and consumption support programmes: this will involve nutrition education.

- Train managers and actors in agricultural and livestock production: it is essential to have mechanisms to train agricultural technicians who will be able to support farmers and undertake agricultural research.

The national development plan costing and financing strategy will target the employment sector to obtain SDG 2, 7, 8 and 9 through these opportunities:

- Strengthen vocational training, with close involvement of the private sector under the aegis of the Ministry of Education and Ministry of Social Affairs and Solidarity.
- Continue efforts to establish a fiscal and legal environment that fosters investment, while also protecting the interests of the state and workers.
- Take measures to make the city more human and child-friendly, improving access to decent housing for vulnerable segments of the population.

The national development plan costing and financing strategy will target access to basic social services to obtain SDG 2, 3, 4, 6 through these opportunities:

- Access to primary education as a key to children's development
- Ensure the continuity of school meals;
- Ensure the establishment and running of dormitories for girls in rural areas to increase their enrolment in secondary education;
- Ensure support for the poorest families to encourage them to send their girls to school, especially in rural areas.

Access to health

- Conduct national surveys to ascertain the epidemiological profile of the population in order to develop effective health strategies with health indicators and relevant monitoring and evaluation systems;
- Ensure the management of malnutrition (prevention of chronic malnutrition and treatment of moderate acute malnutrition and severe acute malnutrition);
- Ensure the implementation of preventive and curative measures for the main diseases;
- Accelerate the setting up of universal health insurance.
- Access to water and sanitation in both rural and urban areas
- Continue efforts to ensure access to good quality water for all
- Speed up measures concerning the management and recycling of solid and liquid waste.

1.3 Stakeholder mapping and target groups (max 2 pages)

Stakeholder	Entity	Involvement
Government	Ministry of Economy, Finance and Industry	The lead interlocutor for this joint program. Ministry leads the formulation of the national development plan in Djibouti and establish the macroeconomic policies for financing the development plans including external debt and monitoring of the GDP. The Ministry is also home to the Djibouti National Statistical Institute which the key government department for data and information.
	Central Bank, Minister of Investment	Critical partner in private sector access to finance and Momentary services.
	The Ministry of Budget	Is concerned with budget implementation and partner to the ministry of Finance in taxation and private sector regulatory frameworks.
	Djibouti Port and Free zones authority	The port and free zone are major contributors to Djibouti state revenue and a critical pillar in private and state-owned enterprises management
	Ministry of Health	The recent COVID-19 pandemic indicated the need to involve Ministries of health in economic planning to ensure establishment of a resilient SDGs plans and financing frameworks and to overcome potential regression in development
	Ministry of Social Affairs and Solidarity	This joint program identifies social protection as a key enabler for SDGs acceleration. The Ministry is responsible for planning and implementing social protection programs
	Other concerned Ministries	Ministry of Education, Ministry of Agriculture and rural Water, Ministry of Women and Family, Ministry of Commerce, Ministry of Labor
	Private Sector	Djibouti Chamber of Commerce and Industry

Development Partners	Development Partners Group (DPG), International Financial Institutions (IFIs), IsDB, African Development Bank, European Union, ECA, AFD, IGAD, AU	The joint program target establishing a coordination platform for key development partners influencing ODA, lending and Foreign Direct Investment. IFIs are leveraging significant multi-year amounts to specific sectors and therefore have long-term impact on the achievements of national priorities and SDGs
Civil society organizations	Local and International Non-Government Organizations	CSOs are critical to ensure participatory approach to development financing framework and monitoring measures representing voices of most vulnerable population to ensure no one is left behind including women, youth and people with disability.

Target groups:

The JP targets shaping national SDGs financing policy which impact the possibilities and increase opportunities of the citizens in Djibouti to have equal expanded access to the SDGs.

The beneficiaries of the program are policy makers, private sector and general population.

This joint program identifies social protection as a key enabler for SDGs acceleration. In 2018, the Ministry of Social Affairs and Solidarities (MASS) developed the National Social Protection Policy 2018-2022, the main objective of which is to cover the needs of the most vulnerable categories of the Djiboutian population (women, older persons without an income, persons with reduce mobility, etc.). This policy relies heavily on the “social protection floor” concept promoted by the technical and financial partners (United Nations agencies, especially ILO). Its corollary is the Social Register, which is used to identify poor households and, to date, has enabled 55,000 beneficiaries of social programmes to be registered using biometric markers.

In order to achieve SDGs, these social programmes should rely heavily on the development of microfinance and mechanisms that enable people to set up small-scale economic activities and break out of the poverty trap. These groups have also been disproportionately affected by the COVID Pandemic. The JP will allow MASS and partners to:

Prepare the strategy for implementation of the National Social Protection Policy for a five-year period, based on the policy document; Ensure the financial sustainability of the National Family Solidarity Programme (PNSF) so that it produces the expected results;

Expand the coverage of the PNSF in urban areas and cover other rural zones that do not currently benefit from it. Create synergies with the technical and financial partners to recruit more poor households to the cash transfer programme;

Harmonize the targeting of beneficiaries through use of the Social Register by all social protection programmes implemented by government ministries and non-governmental organizations, financed by the government and the technical and financial partners;

Provide the poorest families with an integrated package of interventions linked to building human capital in order to take sustainable action to address the determinants and effects of poverty (mother-and-child nutrition, non-contributory health insurance and employment opportunities for poor households); Continue empowering women to manage cash transfers and offer them employment opportunities through the social safety nets, as they are best placed to invest in child nutrition and improving family well-being in the long term; Attempt to better understand what “unemployment” really means, beyond merely an administrative category. It is important to gain a fuller understanding of the informal sector and its opportunities; Continue efforts to support refugees with sustainable solutions defined and set out in the Comprehensive Refugee Response Framework; Strengthen multisectoral coordination given the multidimensional nature of the phenomenon of poverty; develop and/or strengthen synergies between the partners (group of social protection partners, for example).

2. Programme Strategy

This JP strategy is to not just mobilize additional funds but to improve quality and efficiency in the way current funds are allocated and invested, to ensure maximum alignment with national development priorities and the SDGs acceleration. The JP aims to ensure that National Development Priorities / SDGs are at the heart of all finance policy not just domestic budgets and aid - Putting the SDGs at the heart of the financing system. The ultimate strategy is to broadening constituencies for reform - generating a national dialogue around financing priorities beyond a narrow set of finance experts and decision makers. Building extra momentum for key reforms, initiating or galvanizing specific reforms / initiatives within an INFF to demonstrate value and build momentum, whilst not losing sight of the comprehensive and full extent of the reforms needed for an INFF and achieving scale of finance required for the SDGs.

The JP will adopt Zooming-in and Zooming-out approach: Including activities that relate to strengthening consensus and engagement of a broad range of stakeholders on the financing agenda as a whole; zooming in on activities related to specific focus areas within the SDG agenda and / or finance agenda. Through its pillars of accountability, transparency, participation, it promotes LNOB principle, including through a DRM agenda – pro-equal fiscal policies - that generates an idea of a renewed social contract. The transformation stems from bridging the current gap due to absence of financing coordination platform and to enhance synergizes to anchoring public and private funds to the national development plan as the main vehicle for delivering SDGs acceleration. In addition, by prequalifying SDGs enablers related to social protection and poverty eradication, it will help reducing inequality and bringing the furthest behind first in development financing.

The approach offered by the Sustainable Development Goals (SDGs) developed by the international community in 2015 makes it possible to take advantage of the dependency of

the goals in creative and innovative ways. . For example, achieving SDG 1 or 2 requires a systemic approach that connects it with the other 16 SDGs. This specific conceptual framework will be of fundamental importance in the particular case of Djibouti. The overall aim of this JP is to develop a financing framework and strategy for the achievement of priority NDP and SDG acceleration targets and strategies

The acceleration of the SDG in Djibouti that responds to the imperative of 'leaving no one behind' will allow the government to address Social Protection in a more comprehensive way and enhance its capacity to achieve food and nutrition security through activities that constitute stronger partnerships to strengthen national capacity in school feeding, nutrition, social protection, emergency preparedness, agricultural production support for rural and urban women and men equitably, vocational training for peace and prosperity and food supply chain management. . The JP will allow national and local authorities, United Nations agencies, civil society and the private sector to implement integrated programmes targeting the most vulnerable people, progressively shifting to the building of national capacity to formulate, manage and scale-up sustainable programmes for achieving SDGs.

The INFF differs from other approaches in several ways:

- It builds a common approach different areas of financing policy as well as across different actors' public and private.
- It builds constituencies for financial reform across a larger group of stakeholders than current reforms.
- It the first time that the UN system (including the WBG and IMF) and Development Partners come on board together, bringing all its tools and services to implement the recommendations of the Addis Ababa Action Agenda.
- It's a multisectoral approach, involving all 17 Sustainable Development Goals (SDGs)
- This interdisciplinarity requires the Government of Djibouti, United Nations agencies, public and private sector partners to engage into the discussions and bring out important costings and actions to take in order to collectively reach the 17 SDGs.

c) how it contributes to accelerate the progress on achieving the SDGs;

By aligning existing and mobilizing additional resources for national development priorities and the SDGs.

Having an INFF will increase efficiency and effectiveness of public spending; increase tax revenues whilst also increasing the positive impact of tax policy on the SDGs; identify and mobilize further domestic resources through SDG aligned debt instruments; identify opportunities for aligning and mobilizing further private capital investments in support of the SDG attainment

Through INFF, the JP will support Vision 2035 through social protection, the Government's first attempt to implement a long-term strategy for poverty reduction and sustainable development.

Thanks to the INFF, the outcomes of the JP and the implementation of the social protection national strategy will impact Its five pillars, each aligned with specific SDGs, are national peace and unity (SDG 16); good governance (SDG 16); a diversified economy (SDGs 8 and 15); consolidation of human capital (SDGs 3 and 4); and regional integration (SDGs 7, 8, 9 and 17).

d) what the added value of the UN will be

UN will bring together their respective agency tools as well as those of the IFIs and other partners to support a comprehensive approach to INFF related reforms with the government. The UN will bring the SDGs into the heart of the discussion around finance reform ensuring that all finance policy includes a consideration of the implications for impact on the SDGs. For example, ensuring that taxation policy is developed with a core concern for social and environmental impacts; that debt strategy is considered in relation to the critical spending required for SDG achievement; that FDI and private sector development is informed by SDG related investment opportunities etc.

Broadening the dialogue around finance reform to be more inclusive and to draw together a broader set of constituencies for reform will also be at the heart of the UN approach. Promoting transparency, accountability and participation will be integrated through the work.

Bringing together tools and methodologies from different UN agencies that relate to specific SDGs can support government in looking across Agenda 2030 as well as at specific SDG related policy areas and potential SDG accelerators (See below)

The United Nations development assistance framework (UNDAF) for Djibouti for 2018–2022 is aligned with Vision 2035. Four strategic priorities have been identified as the main areas for cooperation between the United Nations system and the Government of Djibouti. UNDAF activities are aimed at developing and strengthening the capacities of national and regional institutions and enhancing capacities and skills among the general population, especially the most vulnerable, including refugees, with a view to poverty reduction and sustainable economic growth. Thanks to the INFF, this will be achieved by improving social services, providing vocational training in supply chain management and promoting human development through the institutions responsible for good governance and resilience, as well as by promoting equitable regional development.

In addition, Under the UNDAF, the INFF will allow UN agencies to focus on strengthening the Social Protection system and to ensure that it is more shock responsive while scaling up equitable access to cash, non-cash and nutrition activities, improving access to education, water and sanitation and promote livelihoods for women and men.

e) how it relates to UN and national priorities and initiatives;

The INFF is also aligned with the Funding to Financing strategy included through the which is also supporting the financing strategy of the UN Sustainable Development Cooperation Framework (UNSDCF), as well as relevant Country Programme Documents (CPD) of the UN System agencies.

Vision 2035 is being implemented through a series of successive five-year strategies for accelerating growth and job creation (stratégie pour la croissance accélérée et la promotion

de l'emploi), the first of which covers the period 2015–2019. These strategies are organized along four axes and have ten national development objectives aligned with the SDGs. The interim National Solidarity Pact for COVID19 related response targets will also be covered by the present acceleration exercise joint programme.

A national social protection strategy which the INFF will facilitate defining social costs, was approved by the Government in October 2017, followed by a national social protection policy in 2018.

Since 2017 the Government is increasingly committed to promoting women's entrepreneurship to advance their economic empowerment, but this commitment has not yet translated into related national-level policies or strategies that the INFF will as well permit with the support of UN agencies.

The Government is a signatory of the Comprehensive Refugee Response Framework (CRRF) and has enacted laws and regulatory measures for meeting its commitments to assist refugees in Djibouti. In line with national government programmes and the social protection national strategy, the CRRF supports refugees' empowerment by including them in national safety nets and facilitating their access to basic social services such as health and education and to livelihoods, in accordance with the refugee and host population empowerment (ReHoPE) strategic framework.

f) how government will lead the joint programme and sustain and/or further scale its results; and

The INFF would generally be led by a government oversight team. Ideally this function would be embedded within an appropriate existing mechanism (such as the body responsible for delivering the SDGs or for linking planning and budgeting or for oversight of financing). This mechanism will help generate ownership to sustain implementation of the INFF – which would also be enacted through official government policy. An INFF also aims to integrate key elements of sustainable development and the SDGs into existing planning and budgeting process; public financial management reform; debt strategy; finance sector reform and FDI promotion as well as other government led initiatives so the work should be continued scaled up by range of programmes and actors.

Given the past results of the coordination mechanisms in Djibouti and comparative experiences of other developing countries, the Ministry of Solidarity and Social Development (MASS) proposed to set up a coordination mechanism at four interdependent levels:

1.A level for strategic directions and budgetary decisions. This is the role of the intersectorial committee.

2.A level for operational guidance including the coordination to be implemented, the monitoring of the progress of the strategy, at national, regional and local levels and the execution of its funding. This role is the responsibility of the steering committee, which reports to the inter-ministerial committee. This steering committee has three groups of results.

3.The level of monitoring and evaluation conducted by a transversal committee placed with the chair of the steering committee.

4.The level of communication and advocacy entrusted to a transversal committee placed with the chair of the steering committee.

MASS will establish an oversight committee to facilitate the work of the various committees and groups, ensure financial management and supervision and finalize the reports to be transmitted to the Council of Ministers.

An adequate legal instrument should define the mechanisms for coordinating the national social protection strategy.

g) what is the expected situation after the joint programme is completed.

Additional resource will be mobilized and aligned behind national development priorities and the SDGs; policy and institutional reforms will have been implemented to better integrated planning and financing, and medium-term actions will be articulated for further scaling up finance for national development priorities and the SDGs. To establish a sustainable social protection “floor”, the introduction of benefits must be in accordance with the available tax space and the extension depends on the gradual widening of the corresponding tax space until the right to protection is guaranteed. The effectiveness and efficiency of the social protection system impacting SDGs, and particularly the floor with complementary empowerment programs, largely depends on the availability and management of sustainable financial resources. Thanks to INFF, the JP will support the Government to analyze expenditures of the social sectors including the contributory social protection sector to cover the full cost of the national social protection floor.

2.2 Theory of Change (max 2 pages+graphic)

a) Summary of ToC

The joint programme will help Djibouti establish, develop and maintain new financing systems and mechanisms to attract domestic and international investors for the achievement of the National Solidarity Pact for the COVID 19 response / National Development Plan. UNDP, UNICEF and WFP will foster a whole of the UN effort, under the overall leadership of the RC, to support participatory formulation and implementation of the NDP and creating a just and inclusive society which enjoys economic growth by conducting the three major outcomes; 1) to identify the current status of financing flows in Djibouti and suggest a roadmap to develop new financing instruments; 2) to help the national counterparts plan and develop national finance policies, functions and processes to facilitate money flows from in and outside of Djibouti and 3) to help mobilize private investments and external resources to respond the NDP priorities and achieve SDGs through close communications and discussions with private partners.

Some potential areas of a theory of change to consider could include (amongst others):

1. Collect and allocate better – avoid leakages
2. Improve population targeting
3. Prioritise strategic and impactful results
4. Spend more efficiently – ensuring the proper integration of the financing opportunities/flows with the national development priorities (aligned with SDGs)
5. Scale up – leverage funding opportunities to make things greater and avoid transaction costs of smaller interventions
6. Manage innovative partnerships – using new financing instruments
7. Renovated Social Contract: Promote accountability, transparency and participation

b) Detailed explanation of the ToC

The core theory of change around an INFF is that by supporting government to develop a broader approach to financing national development, which utilizes the policies that govern public and private finance in a more holistic framework. New resources will be mobilized and the impact of financing on sustainable development outcomes will be achieved by utilizing the newly mobilized resources. There are various routes through which this can happen, depending on the focus and approach of the INFF operationalization process.

The theory of change of this Joint Programme is:

IF the NDP prioritizes and costs key national development and SDG acceleration strategies

IF an NDP and SDG acceleration Financing Strategy and its core components are developed and implemented and.

IF planning and finance policy functions, processes and systems are integrated and,

IF private resources from public, private and international entities are mobilized to implement NDP.

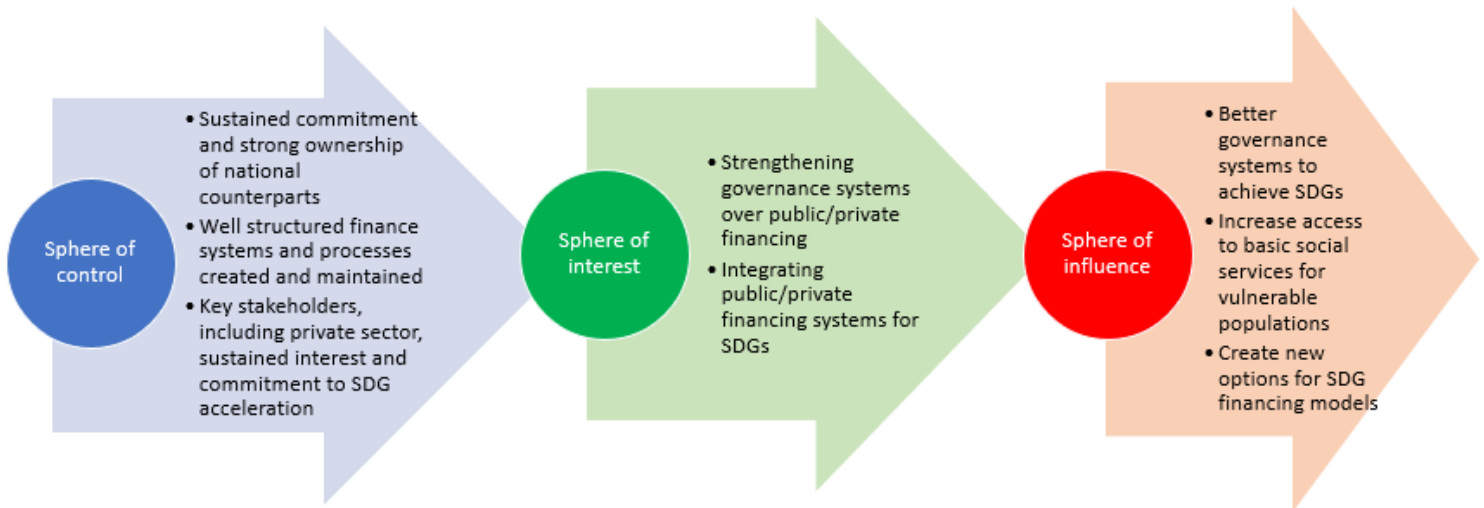
THEN Djibouti will be able to accelerate SDG implementation towards the achievement of the global and its 2035 vision.

The theory of change is expected to be applied by supporting and collaborating mainly with the Government of Djibouti, Private Sector and International Finance Institutions (IFIs), which will be catalyzing and facilitating the Public-Private Partnership. The configuration of UN partnerships and the engagement with the IFIs and private sector different activities as listed below will be considered.

- Development Finance Assessment to bring together a composite picture of finance flows and priority reforms that need to be implemented to develop an INFF
- SDG costing exercise to determine costs of SDGs as part of national development plans
- Supporting key SDG related budget reforms
- Supporting tax reform and the development of SDG aligned bond frameworks and issuance of bonds
- Leveraging international public finance through aid related reforms and access to vertical funds
- Mobilizing private capital – conducting SDG investor mapping for example and / or establishing the policy and regulatory environment for capital to flow to SDGs
- Establishing and strengthening public and private sector SDG reporting through better tracking of finance

The major risk in Djibouti is the immature planning and financing systems that could hinder the programme from being taken forward and optimizing programme impacts. Influences of potential crises of surrounding countries could also be an obstacle as implementing the programme. Those assumptions have to be considered and closely coordinated with the Government of Djibouti.

Graphic image of ToC



2.3 Expected results by outcome and outputs

Outcome 1. An SDG Financing Strategy and its core institutional components are developed and implemented (This is the space where the INFF methodology is undertaken):

- Output 1.1. Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.
- Output 1.2. Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF (as per the suggested planned outcomes below).
- Output 1.3. Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight. All of which to promote transparency and enhance accountability.
- Output 1.4. Finance for results is effectively managed (aligning development outcomes with public finance, generating outcome based incentives for private investment, more effectively targeting vulnerable or excluded populations (social protection schemes from blended finance instruments); strengthening parliamentary scrutiny over finance; enhancing data collection systems.

As per the INFF Inception Mission or an Alternative Dynamic Financial Analysis (DFA) Process, countries should decide where the emphasis of their INFF process should lead to, but the below are a list of suggested potential outcomes:

Outcome 2. Planning and finance policy functions, processes and systems are Integrated:

- Output 2.1. The National DRM agenda and its key pillars, including Its PFM, are all aligned to respond to the NDP (e.g. Green economy, Blue Economy, Circular Economy agenda, etc.)

- Output 2.2. The national development plans are costed, and suggested financing solutions are proposed through the SDG financing strategy that serves as the NDP financing strategy
- Output 2. 3. The governance mechanisms that align policies and annual budgets to the national development plan are strengthened; this work Implies building effective budgeting, budget execution systems.
- Output 2.4. National strategies for mobilizing the public and private resources and aligning the national investment strategies and plans with the NDP are developed to directly realize its targets and objectives.

Outcome 3: Private - domestic and international - resources are mobilized to respond to NDP

- Output 3.1. Legal and policy framework leading to attract sustainable, inclusive private investment (i.e. streamlining procedures and public services for investors) is improved;
- Output 3.2. Technical and process-related capacities of key actors from public, but also from private side, are strengthened (skills to manage the new financing Instruments)
- Output 3.3. SDG Investment intelligence is generated - Identification of Sustainable and Social oriented Investment Opportunity areas from the NDP (whole-of society approach should be considered here, tapping into resources from think-tanks and key national universities)
- Output 3.4. Regular networking and match-making forums that lead to public and private collaboration under the targeted goals and metrics of the NDP are organized
- Output 3.5. Inter-institutional coordination mechanism to generate internal sectoral inter-ministerial coherence (including through current PPPs) is established
- Output 3.6. New financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed
- Output 3.7. Improving communications between investors and the government and incentive mechanisms for the targeted promotion of strategic investments

- Explain is expected to happen next, i.e. after the joint programme is completed.

This INFF joint programme proposal aims at supporting the INFF on the short and medium term, but the core of the process is to have a broader, long term impact. The ultimate result is to promote structural changes that put the SDGs and vision 2035 at the core of the financing sector for sustainable impact beyond the implementation period.

As per the SDGs selected above (See Section 1.2)

Where possible good to relate here to specific beneficiary groups as articulated perhaps in key government programmes that will be better financed and / or targets that relate to private sector job creation / expansion of access to financial services etc.

2.4 Budget and value for money (max 2 pages)

The JP will bring together the collective expertise of the UN agencies involved and will be developed based on existing tools and methodologies to enable immediate implementation with minimal delay. Some important Groundwork have been undertaken through previous joint analysis but will also relay on secondary analysis particularly as they relate to existing Development Finance Assessment conducted or public expenditure and institutional reviews, among others.

The focus is on policy and institutional reform and capacity development which will enable sustainable impact of the JP.

Acceleration of SDG 5 in Djibouti is essential to leaving no one behind. The costing and financing initiative promotes gender equality mainstreaming through the mainstreaming prioritisation, costing and financing of gender responsive strategies in the NDP. This includes the key attention to the role of women in Social Protection as well as their role as entrepreneurs, and drivers of economic growth and poverty reduction.

2.5 Partnerships and stakeholder engagement (max 2 pages)

a) INFF Oversight Committee; b) The UN RC will lead political engagement at the highest level; UNDP will lead technical engagement level discussion, for example bringing together the support of other UN agencies as part of the technical support to the INFF and its links with specific SDGs; c) depend on context; d) depend on context can relate back to INFF Oversight Committee

- Explain how the joint programme will pool and mobilize expertise from across the UNDS at country, regional and global levels and/or beyond, e.g. through unique partnerships.

We are creating the environment to bring in the expertise of the WBG and the IMF, integrating their recommendations as part of the broader SDG financing strategy and creating the space for building UNS coherence in our support to governments. We are also capitalizing on the sound technical leadership of the RECs – UNECA – and their policy recommendations.

In addition to UNDP's technical expertise on economic and financial, the JP convenes UNICEF's expertise on public expenditure tracking, data analysis, public finance management as well as community mobilization. WFP's expertise on food and nutrition protection will also be leveraged.

UNDP is mobilizing the global and regional expertise from UNDPs Finance sector hub to provide technical advice and support throughout the process. This is also connected with the GPN approach of UNDP COs sharing their current solutions and scaling them up (adapting them to country context).

EU is a key partner for SDG acceleration in Djibouti and already supports poverty eradication, governance and human rights, education and environment. EU is closely associated to all UN initiatives.

*- Note that there is an annex with details on all related programmes/initiatives.
Max 2-3 pages, not counting eventual graphs*

3. Programme implementation

3.1 Governance and implementation arrangements (max 3 pages)

UNDP/UNICEF/WFP will ensure disbursement of finances based on delivery of quality results throughout the implementation of the joint project.

While UNDP, UNICEF and WFP will be the main implementors for this joint programme, coordination and collaboration with other UN agencies will be promoted through the leadership of the UN Resident Coordinator (RC) and the support of the Resident Coordinator's Office.

The joint program will build on the experiences and expertise of the three UN agencies on costing and financing the SDGs. UNDP’s experience on budgeting for SDGs, especially budget tagging and alignment with the SDGs, public expenditure management, and monitoring will be of high value for the joint programme and the Government of Djibouti. Likewise, UNICEF’s engagement costing of key strategies and in Public Financial Management provides specific guidance with regard to realizing children, adolescents and women’s rights at each stage of the budget process. In addition, WFP will contribute to developing assessment tools to measure financing related needs and status-quo with the use of cumulative knowledge and advanced methods. Furthermore, WFP will gather and share information on agricultural market opportunities and value chain through the consultations and assessments with local counterparts.

The MoEFI will play the role of the government focal point for the operational activities of the joint project. The capacity of the MoEFI will be supported and strengthened through the local component. The MoEFI will work very closely on daily bases with UNDP, UNICEF and WFP, as well as the RCO, to provide administrative and secretariat support to the joint project.

The MoEFI will establish a secretariat to provide administrative and logistical support to the Oversight Committee, to the multi-stakeholder national dialogue platform, and to the regular networking and match-making forums, to ensure their effective and timely functioning and management including internal and external communication. The Oversight Committee will be established to provide guidance and oversight to the planning and implementation of the joint programme. The Committee will be co-chaired by MoEFI and the RC, and will comprise line ministries including Ministries of Budget, Investment, Health, Social Affairs Djibouti Port and Authorities of Free Zone, other relevant ministries, Chamber of Commerce, CSOs, IFIs, the private sector, UNDP, UNICEF and WFP. Other UN agencies and stakeholders will be invited on an ad-hoc basis depending on the agenda of the discussion.

The Oversight Committee will organize regular meetings so that all the partners share progresses and information with each other in accelerating SDG implementation and attracting investors. Meeting minutes will be taken by rapporteurs assigned by participants in rotation and the notes will be shared with the participants. The Committee may also invite other stakeholders to Committee and/or sub-group meetings as required.

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 Programme¹; 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.

¹ This will be the basis for release of funding for the second year of implementation.

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 31st 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 competition of a joint programmes, a final, *independent and gender-responsive² 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

² [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

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%. 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 section refers to cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme. For example: the Basic Cooperation Agreement for UNICEF; Standard Basic Assistance Agreement for UNDP, which also applies to UNFPA; the Basic Agreement for WFP; as well as the Country Programme Action Plan(s) where they exist; and other applicable agreements for other participating UN organizations. For the Funds and Programmes, these are standing cooperation arrangements. For the specialized Agencies, these should be the text that is normally used in their programme/project documents or any other applicable legal instruments. The text specific to each participating UN organization should be cleared by the respective UN organization.

- Indicate the title and date of the agreement between each Participating UN Organization (PUNO) and the government in the following format:

Agency name: UNDP
Agreement title: Standard Basic Agreement
Agreement date: October 5th, 1979

Agency name: UNICEF
Agreement title: Basic Cooperation Agreement
Agreement date: September 24th, 1994

Agency name: WFP
Agreement title: Basic Agreement
Agreement date: Oct 6th, 1981

D. ANNEXES

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)
Enhancing youth resilience and employability in Djibouti	<ul style="list-style-type: none"> - Capacities of unemployed youth developed - Governance systems in connecting youth and private sector strengthened - More youth are recruited by private entities 	Increase employment opportunities and develop mobile digital applications	UNDP	MoL, MoSA, Japan and USA	500,000USD, Japan	Gael Olivier (gael.olivier@undp.org)
Justice support programme to strengthen governance systems of Djibouti	<ul style="list-style-type: none"> - Capacities of line ministries developed to address justice related issues 	Accelerate SDG implementation	UNDP	EU	8.6 Mil USD, EU	Gael Olivier (gael.olivier@undp.org)
SDG Acceleration	<ul style="list-style-type: none"> - Relevant SDGs unpacked and strategic action plans developed for the government 	Accelerate SDG implementation	UNDP	Canada, Ireland and UN agencies	9,927USD Canada, 22,400USD, Ireland, 13,000USD, UN agencies	Gael Olivier (gael.olivier@undp.org)
Supporting malaria, TB and HIV treatment	<ul style="list-style-type: none"> - Medical supplies mobilized. procured and stored properly to treat malaria, TB and HIV patients 	Increase access to basic medical services for affected populations	UNDP	GFATM	1.8Mil USD: GFATM	Gael Olivier (gael.olivier@undp.org)

	- Awareness level of local people raised to prevent the diseases					
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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 ³	TBD	1
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ⁴	TBD	1

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 % successful / unsuccessful)	N/A	1
4.2: #of integrated financing strategies that have been implemented with partners in lead ⁵	N/A	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	N/A	1

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁶
- 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

³Additional resources mobilized for other/ additional sector /s or through new sources/means

⁴Additional resources mobilized for the same multi-sectoral solution.

⁵ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

⁶ Annual survey will provide qualitative information towards this indicator.

- 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 drew 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: An SDG Financing Strategy and its core institutional components are developed and implemented					
Outcome 1 indicator	None				
Output 1.1: Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.					
Output 1.1.1 indicator: An assessment conducted, and current status identified	None	1	1	<ul style="list-style-type: none"> - Assessment results - Consultant’s reports 	UNDP/UNICEF/WFP
Output 1.1.2 indicator: A roadmap developed and suggested to the national counterparts	None	Use assessment results	A roadmap and action plan made	<ul style="list-style-type: none"> - Completed roadmap - Consultant’s reports - NTFs 	UNDP/UNICEF/WFP
Output 1.2: Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF					
Output 1.2.1 indicator: Recommendations	None	Discuss with key counterparts to	Consolidate the collected recommendations	<ul style="list-style-type: none"> - Completed proposal - Consultant’s reports 	UNDP/UNICEF/WFP

from the INFF oversight committee and technical leadership are incorporated in the DFA proposal		collect recommendations			
Output 1.3: Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight. All of which to promote transparency and enhance accountability					
Output 1.3.1 indicator: A multi-stakeholder national dialogue platform is established	None	1	1	<ul style="list-style-type: none"> - Agreement - Reports of events of platform 	UNDP/UNICEF/WFP)
Output 1.3.2 indicator: Dialogues on financing, planning, allocation, M&E take place and promote transparency	None	Dialogues take place at least 2 times	Dialogues take place at least 6 times	<ul style="list-style-type: none"> - Attendance list - NTFs 	UNDP/UNICEF/WFP
Output 1.4: Finance for results is effectively managed (aligning development outcomes with public finance, generating outcome-based incentives for private investment, more effectively targeting vulnerable or excluded populations (social protection schemes from blended finance instruments); strengthening parliamentary scrutiny over finance; enhancing data collection systems					
Output 1.4.1 indicator: A financing management system is established and determine how to manage financing	None	A financing management system is established	Roles of the management system are identified and implemented	<ul style="list-style-type: none"> - Consultant’s reports 	UNDP/UNICEF/WFP
Output 1.4.2 indicator: Align the development outcomes in the system	None	Constantly aligning development outcomes through relevant projects	Constantly aligning development outcomes through relevant projects	<ul style="list-style-type: none"> - Compiled notes 	UNDP/UNICEF/WFP

Output 1.4.3 indicator: Strengthen parliamentary scrutiny over finance	None	Discuss with relevant national counterparts on how to develop the scrutiny system	Develop and use the system and disseminate it among relevant partners	- Reports of new finance scrutiny systems	UNDP/UNICEF/WFP
Output 1.4.4 indicator: enhance data collection systems	None	Establish data collection systems and use them through consultations with experts	N/A	- Collected data - Established digital platforms	UNDP/UNICEF/WFP
Outcome 2: Planning and finance policy functions, processes and systems are integrated					
Outcome 2 indicator	None				
Output 2.1: The National DRM agenda and its key pillars, including Its PFM, are all aligned to respond to the NDP (Green economy, Blue Economy and Circular Economy agenda)					
Output 2.1.1 indicator: National DRM agenda and its key pillars are aligned in relevant financing schemes	None	1	1	- Aligned agenda and key pillars	UNDP/UNICEF/WFP
Output 2.2: The national development plans are costed, and suggested financing solutions are proposed through the SDG financing strategy that serves as the NDP financing strategy					
Output 2.2.1 indicator: The NDPs are costed	None	1	0	- Fund allocation records	UNDP/UNICEF/WFP
Output 2.2.2 indicator: financing solutions are suggested to accelerate SDG implementation in line with the NDP financing strategy	None	Consultations with relevant partners take place at least 3 times to propose solutions	Solutions are consolidated and utilized to implement the NDP financing strategy and mobilize private financing	- NTFs - Consultant's reports	UNDP/UNICEF/WFP
Output 2.3: The governance mechanisms that align policies and annual budgets to the national development plan are strengthened (this work Implies building effective budgeting, budget execution systems)					

Output 2.3.1 indicator: Assess governance mechanisms and identify what mechanisms should be strengthened	None	Surveys conducted: 1	0	- Reports on identified mechanism	UNDP/UNICEF/WFP
Output 2.3.2 indicator: Effective budgeting and its execution systems are established and utilized	None	Establish new budgeting and execution systems through consultations with relevant partners	Use the newly established systems and monitor it so that the budgeting function becomes better	- Newly developed systems	UNDP/UNICEF/WFP
Output 2.4: National strategies for mobilizing the public and private resources and aligning the national investment strategies and plans with the NDP are developed to directly realize its targets and objectives					
Output 2.4.1 indicator: Resource mobilization strategies from public and private sectors are developed	None	1	0	- Established RM strategies	UNDP/UNICEF/WFP
Output 2.4.2 indicator: National investment strategies and plans are developed	None	1	0	- Completed national investment strategies and plans	UNDP/UNICEF/WFP
Outcome 3: Private - domestic and international - resources are mobilized to respond to the NDP					
Outcome 3 indicator	None				
Output 3.1: Legal and policy framework leading to attract sustainable, inclusive private investment (i.e. streamlining procedures and public services for investors) is improved					
Output 3.1.1 indicator: Assess the current national legal and policy framework how	None	1: Conduct assessments and use the results to analyze the framework	0	- Completed framework	UNDP/UNICEF/WFP

comprehensive to private sector					
Output 3.1.2 indicator: Revise the framework and ask relevant private partners if it is attractive	None	Revise the framework	Invite more than 5 private entities through the improvement of the framework	<ul style="list-style-type: none"> - Discussions with private sector - NTFs 	UNDP/UNICEF/WFP
Output 3.2: Technical and process-related capacities of key actors from public, but also from private side, are strengthened (skills to manage the new financing Instruments)					
Output 3.2.1 indicator: capacities of relevant partners are developed	None	Conduct training sessions to relevant counterparts	New financing instruments are well used by trained counterparts	<ul style="list-style-type: none"> - Workshops - Attendance lists 	UNDP/UNICEF/WFP
Output 3.3: SDG Investment intelligence is generated - Identification of Sustainable and Social oriented Investment Opportunity areas from the NDP (society approaches should be considered here, tapping into resources from think-tanks and key national universities)					
Output 3.3.1 indicator: Investment opportunities are identified through mapping and consultations with think-tanks	None	Conduct mapping surveys of investment opportunities with relevant partners	An SDG investment intelligence is generated and promote at least 3 cases of investment	<ul style="list-style-type: none"> - Mapping results - Number of investments 	UNDP/UNICEF/WFP
Output 3.4: Regular networking and match-making forums that lead to public and private collaboration under the targeted goals and metrics of the NDP are organized					
Output 3.4.1 indicator: Networking and match-making events and forums take place regularly	None	Events or forums are organized at least 3 times.	Forums are held at least 4 times and over 5 collaborations are generated	<ul style="list-style-type: none"> - Forums - Attendance lists 	UNDP/UNICEF/WFP

Output 3.4.2 indicator: Synergies to achieve SDGs are yielded	None	Matched partners discuss to concretize SDG acceleration initiatives	The initiatives are practiced and implemented	- Project implementation/documentation	
Output 3.5: Inter-institutional coordination mechanism to generate internal sectoral inter-ministerial coherence (including through current PPPs) is established					
Output 3.5.1 indicator	None	The coordination mechanism is established: 1	0	- Agreement - NTFs of regular meeting on the coordination mechanism	UNDP/UNICEF/WFP
Output 3.6: New financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed					
Output 3.6.1 indicator: New financing instruments are developed	None	At least one financing instrument is developed and utilized	At least three financing instruments are developed and utilized	- Instruments implementation	UNDP/UNICEF/WFP
Output 3.7: Improving communications between investors and the government and incentive mechanisms for the targeted promotion of strategic investments					
Output 3.7.1 indicator: communication systems between investors and the government are established	None	Effective communication systems are established based on consultations:1	0	- Established communication systems - Consultant's reports	UNDP/UNICEF/WFP
Output 3.7.2 indicator: Incentive mechanisms are established	None	Discuss and negotiate b/w investors and government regarding benefits to investors to be given	Incentive mechanisms are confirmed and written in official documents	- NTFs of meetings	UNDP/UNICEF/WFP

Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
<i>N°</i>	<i>Formulation</i>			
1.1	Context analysis integrate gender analysis	3	The joint program targets the furthest behind, especially women and children in remote areas and refugee camps. Also, women and girls in vulnerable and poor families across the country are being targeted to improve their living conditions through INFF for Djibouti. The alignment of the SDGs with the national priorities of the interim program will support the TG commitments to address gender issues. The statistics system will support the production of data that is disaggregated by gender. The context of joint program integrates gender in the analyses.	Baseline and situation analyses
1.2	Gender Equality mainstreamed in proposed outputs	2	The national priorities specifically target women and gender mainstreaming in line with the National Strategy Integration of Women in Development (SNIFD). The national priorities on gender provide a mandate for the joint program to also systematically address gender issues and mainstream gender in the INFF system, especially public private partnerships will be gender sensitive to accommodate working women.	National priorities and targets, and SDGs outputs
1.3	Programme output indicators measure changes on gender equality	3	Each indicator includes gender marker and monitoring, and evaluation assessments are conducted both by men and women.	Program strategy
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	This joint program contributes substantively to the national priorities on addressing gender and strengthening the status of women, especially in the war-torn states in the country government	Program strategy
2.2	PUNO collaborate and engages with women's/gender equality CSOs	2	Women from CSOs will participate in the baseline and situation analyses, program strategy, aligning national priorities with the SDGs, and programme budget	Joint program
3.1	Program proposes a gender-responsive budget	2	This joint program allocates 35% of its budget to gender equality and women empowerment	Program budget
Total scoring		14		

Annex 4. Budget and Work Plan

4.1 Budget per UNSDG categories

Budget per UNSDG Outcomes (in US\$)			
	2020	2021	Total
Outcome 1 SDG Financing Strategy and its core institutional components are developed and implemented	184,440	65,000	249,440
Outcome 2 Planning and finance policy functions, processes and systems are integrated	142,500	152,499	295,000
Outcome 3 Private - domestic and international - resources are mobilized to respond to the NDP	145,000	255,000	400,000
Total budget	471,940	472,500	944,440

4.2 Budget per SDG targets

Budget per UNSDG Outputs (in US\$)			
	2020	2021	Total
Output 1.1: Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.	89,440	0.	89,440
Output 1.2: Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF	5,000	10,000	15,000
Output 1.3: Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight. All of which to promote transparency and enhance accountability	30,000	0	30,000

Output 1.4: Finance for results is effectively managed (aligning development outcomes with public finance, generating outcome-based incentives for private investment, more effectively targeting vulnerable or excluded populations (social protection schemes from blended finance instruments); strengthening parliamentary scrutiny over finance; enhancing data collection systems	60,000	55,000	115,000
Subtotal	184,440	65,000	249,440
Output 2.1: The National DRM agenda and its key pillars, including Its PFM, are all aligned to respond to the NDP (Green economy, Blue Economy and Circular Economy agenda)	33,000	10,000	43,000
Output 2.2: The national development plans are costed, and suggested financing solutions are proposed through the SDG financing strategy that serves as the NDP financing strategy.	60,000	60,000	120,000
Output 2.3: The governance mechanisms that align policies and annual budgets to the national development plan are strengthened (this work Implies building effective budgeting, budget execution systems)	42,500	57,500	100,000
Output 2.4: National strategies for mobilizing the public and private resources and aligning the national investment strategies and plans with the NDP are developed to directly realize its targets and objectives.	7,000	25,000	32,000
Subtotal	142,500	152,500	295,000
Output 3.1: Legal and policy framework leading to attract sustainable, inclusive private investment (i.e. streamlining procedures and public services for investors) is improved.	25,000	25,000	50,000
Output 3.2: Technical and process-related capacities of key actors from public, but also from private side, are strengthened (skills to manage the new financing Instruments)	0.00	50,000	50,000
Output 3.3: SDG Investment intelligence is generated - Identification of Sustainable and Social oriented Investment Opportunity areas from the NDP (society approaches should be considered here, tapping into resources from think-tanks and key national universities)	40,000	0	40,000
Output 3.4: Regular networking and match-making forums that lead to public and private collaboration under the targeted goals and metrics of the NDP are organized	0.00	75,000	75,000

Output 3.5: Inter-institutional coordination mechanism to generate internal sectoral inter-ministerial coherence (including through current PPPs) is established	20,000	15,000	35,000
Output 3.6: New financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed.	30,000	35,000	65,000
Output 3.7: Improving communications between investors and the government and incentive mechanisms for the targeted promotion of strategic investments	30,000	55,000	85,000
Subtotal	145,000	255,000	400,000
Grand Total	471,940	472,500	944,440

4.3 Work plan

Work Plan for implementation and delivery of joint program outputs from 2020 to 2022																			
Joint program outputs	Year 2020 (from 1 Sep to 31 Dec)				Year 2021 (from 1 Jan to 31 Dec)												Year 2022 (from 1 Jan to 1 March)		
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
Output 1.1: Undertake a Development Finance Assessment																			
Output 1.2: Consolidate an INFF oversight committee																			
Output 1.3: Establish a multi-stakeholder national dialogue platform																			
Output 1.4: Finance for results is effectively managed																			
Output 2.1: The National DRM agenda and its key pillars																			
Output 2.2: The national development plans are costed																			
Output 2.3: The governance mechanisms that align policies and annual budgets are strengthened																			
Output 2.4: National strategies for mobilizing the public and private resources																			
Output 3.1: Legal and policy framework leading to attract private investment																			
Output 3.2: Technical and process-related capacities of key actors strengthened																			
Output 3.3: SDG Investment intelligence is generated																			
Output 3.4: Regular networking and match-making forums organized																			
Output 3.5: Inter-institutional coordination mechanism established																			
Output 3.6: New financing instruments to respond to key SDG oriented goals																			
Output 3.7: Improving communications b/t investors and the gov't and incentive mechanisms																			

Annex 5. Risk Management Plan

Risks	Risk Level:	Likelihood:	Impact:	Mitigating measures	Responsible Org./Person
Contextual risks					
COVID-19 pandemic may cause delays in the recruitment and onboarding of internal consultants	4	3	2	Identify activities and advance on activities that can start/be undertaken remotely	UNDP/UNICEF/WFP/ National Counterparts
COVID-19 limits face-to-face interactions with counterparts	4	3	2	Use technology as much as possible to facilitate meetings, trainings, etc	UNDP/UNICEF/WFP/ National Counterparts
Political unrest during the upcoming election period	4	2	2	postpone some of the activities and/or rearrange the delivery of outputs	UNDP/National National Counterparts
Spread of armed conflict	9	3	3	joint program will have to reconsider coverage of war-torn states at a later time	UNDP/National National Counterparts
Programmatic risks					
Attract more funds than what we have planned for	25	5	5	introduce an additional cycle for the program to absorb additional funds, intensify INFF implementation at the local level, and request extension of the program period	UNDP/UNICEF/WFP/National Counterparts
Severe shortage of national staff with experience on SDGs financing	4	2	2	Assess the capacity of the universities and institutions of excellence for undertaking advanced training on SDGs financing, and on financing for results. Fill the gap through volunteers with experience on financing SDGs	N/A
Institutional risks					

High staff turn over	8	4	2	Ensure availability of adequate staff and engage staff from other units to gain experience and provide back-up when need arises. For the UN country offices, ensure that more than one staff, local and international, are available for management of the joint program	UNDP/UNICEF/WFP/National Counterparts
Weak documentation	4	2	2	Ensure that government staff are devoted to the joint program and that they have the necessary organizational capacities needed for implementation of the joint program. Design and implement in-service train for government staff	UNDP/UNICEF/WFP/ National Counterparts
Fiduciary risks					
Mismanagement of the joint program funds for activities that may be implemented directly by counterparts	1	1	1	Use reimbursement, direct payment modalities and ensure disbursement of funds upon satisfactory delivery of outputs	UNDP/UNICEF/WFP