



**UN JOINT SDG FUND: FIRST CALL ON SDG FINANCING**



**Joint Programme Document**  
- Simplified Template -

**List of abbreviations**

ADB	African Development Bank
CSO	Civil society organizations
CSR	Corporate Social Responsibility
DFA	Development Financing Assessment
DGDA	Direction générale des douanes et accises
DGI	Direction générale des impôts
DGRAD	Direction générale des recettes administratives domaniales
DTE	Decentralized territorial entities
DRC	Democratic Republic of Congo
GBP	Gender-sensitive programming
GDP	Gross Domestic Product
GSB	Gender-sensitive budgeting
IMF	International Monetary Fund
MTEF	Medium-Term Expenditure Framework
NSC	National Steering Committee
PAP	Priority Action Plan
PBB	Programme-based budgeting
PDP	Provincial Development Plan
PEFA	Public Financial Management Assessment Framework
PER	Public Expenditure Review
PNSD	Plan National Stratégique de Développement
PPP	Public Private Partnerships
PUNO	Participating UN Organizations
RCO	Resident Coordinator Office
SDG	Sustainable Development Goals
SME	Small- and Medium-sized Enterprises
SSA	Sub-Saharan Africa
UNCT	UN Country Team
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework

## A. COVER PAGE

**1. Fund Name:** Joint SDG fund

**2. MPTFO Project Reference Number**

**3. Joint programme title:** Create an enabling environment to leverage additional financing to accelerate SDG achievement

**4. Short title:** Enabling environment for financing SDG priorities

**5. Country and region:** DRC / Central Africa

**6. Resident Coordinator:** David McLachlan-Karr, Deputy Special Representative of the Secretary-General, United Nations Resident Coordinator & Humanitarian Coordinator, UN Stabilization Mission in DR Congo (MONUSCO), MONUSCO HQ, Kinshasa

**7. UN Joint programme focal point:** Taib Diallo, Senior Economic Advisor, UNDP

**8. Government Joint Programme focal point:** Mr Daniel EPEMBE MOSANGO, Principal Secretary of Ministry of Planning, DRC

### 9. Short description

The Democratic Republic of the Congo (DRC) has adopted the 2030 Agenda for Sustainable Development and has aligned its socioeconomic development framework to it. Since 2016, the country has formulated its SDG priorities and ensured that they are aligned with national and provincial policy and planning frameworks. In addition, the DRC has recently adopted a new National Strategic Development Plan (PNSD) as well as a new United Nations Sustainable Development Cooperation Framework (UNSDCF).

Despite the significant efforts and prioritization made by the country, the high social inequality, the lack of resources and institutional capacity are hampering the prospects for achieving the SDGs and for inclusive development. These deficits highlight the need to provide an innovative support to the country and its provinces to unlock the country's potential for financing development and accelerate the progress towards the SDGs.

That is the gap the present joint programme seeks to fill: it will enable the country to catalyze funding to achieve the SDGs. To achieve that outcome in line with the UNSDCF, it focusses on the following major objectives:

- (i) an expanded fiscal space through public policies and reforms that will enable the mobilization of additional public resources and to invest them efficiently and effectively in the priority sectors and
- (ii) a national SDG financing strategy supported by all stakeholders – in particular the private sector – and which creates an enabling environment to increase private investment geared towards generating innovative solutions to accelerate SDGs in DRC

**10. Keywords:** SDG, Financing, fiscal space, private sector, budget

## 11. Overview of budget

<b>Joint SDG Fund contribution</b>	<b>USD 1,000,000</b>
Co-funding ( <i>UNICEF, UNDP, UNCDF, UNWOMEN</i> )	USD 200,000
<b>TOTAL</b>	<b>USD 1,200,000</b>

## 12. Timeframe:

<b>Start date</b>	<b>End date</b>	<b>Duration (in months)</b>
<u>July 2020</u>	<u>June 2022</u>	<u>24 months</u>

## 13. Gender Marker: 2

## 14. Participating UN Organizations (PUNO) and Partners:

### 14.1 PUNO

- UNDP: Sam Dominic, UNDP Resident Representative
- UNICEF: Edouard Beigbeder, UNICEF Representative
- UNCDF: Judith Karl, Executive Secretary
- UNWOMEN: Awa Ndiaye Seck, UN Women Representative

### 14.2 Partners

- National authorities:
  - Ministry of Planning
  - Ministry of Budget
  - Ministry of Finance
  - Ministry for Small and Medium Sized Enterprise Development
  - Provinces of Nord Kivu, Haut Katanga, Kongo Central
- Private sector:
  - Global COMPACT
  - Federation des entreprises du Congo
  - Cadre de Dialogue pour les Investissement Durables au Katanga (IDAK)
  - Cadre de Dialogue pour les Investissement Durables au Kivu (IDAKI)
- IFIs
  - The World Bank Group
  - The African Development Bank
  - The International Monetary Fund
- Other partners:
  - Public Finance donor working group
  - Observatoire Congolais pour les ODD (OCDD)
  - Fonds de promotion pour l'investissement (FPI)

## SIGNATURE PAGE

(see signed attachment)

<p><b>Resident Coordinator,</b></p> <p><b>Name: David McLachlan-Karr</b></p> <p><i>Date</i></p> <p><i>Signature</i></p>	<p><b>National Coordinating Authority</b></p> <p>République Démocratique du Congo, Ministère du Plan</p> <p><b>Name of representative:</b> Mr Daniel EPEMBE MOSANGO, Secrétaire Général</p>
<p><b>Participating UN Organization</b> (lead/convening) Name of PUNO: <b>UNDP</b></p> <p>Name of Representative: <b>Sam Dominic,</b></p> <p><i>Date</i></p> <p><i>Signature and seal</i></p>	<p><i>Date</i></p> <p><i>Signature and seal</i></p>
<p><b>Participating UN Organization</b> Name of PUNO: UNICEF RDC</p> <p>Name of Representative: <b>Edouard Beigbeder</b></p> <p><i>Date</i></p> <p><i>Signature and seal</i></p>	
<p><b>Participating UN Organization</b></p> <p>Name of PUNO: UNCDF</p> <p>Name of Representative: Judith Karl</p> <p><i>Date</i></p> <p><i>Signature and seal</i></p>	
<p><b>Participating UN Organization</b> Name of PUNO: UNWOMEN</p> <p>Name of Representative: Awa Ndiaye Seck</p> <p><i>Date</i></p> <p><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

### 3. UNSDCF Outcomes and Outputs

3.1 Outcome

- **UNSDCF Strategic Result Area 2:** *Inclusive economic growth, agricultural development, capturing the demographic dividend, protection and sustainable management of natural resources*

3.2 Outputs

- **UNSDCF Outcome 2.1:** *By 2024, the Congolese population will enjoy sustainable inclusive economic growth driven by agricultural transformation, economic diversification open to innovation and the promotion of youth and women's entrepreneurship.*

### 4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

Goal	Indicator	Baseline	Target	Source
Goal 1. End poverty in all its forms everywhere				
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	1.a.2 Proportion of total government spending on essential services (education, health and social protection)	28.7%	30 %	Annual Budget / Financial law
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	1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups	0.39% (i)	1%	Annual Budget / Financial law
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development				

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source,	11.23% (ii) 18% (iii)	14% 20%	National budget
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	17.17.1 Amount of United States dollars committed to public-private and civil society partnerships	Not collected	USD 2,000,000	Joint programme reports

- (i) The joint programme has decided to target here the budget allocated to the Ministry of Gender, family and children
- (ii) This is the proportion of collected taxes in the national budget
- (iii) The figure is the proportion of ODA received in the national budget

### 3.2 Expected SDG impact

This joint programme will play a key role to accelerate the DRC's efforts to achieve the SDGs. It will contribute directly to at least two of the SDG targets by supporting the DRC to create conditions and the environment to catalyze public and private investment/financing towards the priority sectors of the PNSD. The key strategies are (i) enhance evidence generation in order to identify major financing opportunities in the country as well as feasible opportunities in the short, medium and long-run, (ii) provide the country with a national financing strategy as well as tools and mechanisms to boost domestic financing of SDGs both from public and private sector. By creating an enabling environment for SDG financing, the DRC will be on the pathway towards sustainable and inclusive development through increased investments in social and economic sectors, addressing key drivers of poverty by providing support to the most vulnerable people including women and children, e.g. access to markets and social services.

### 5. Relevant objective(s) from the national SDG framework<sup>1</sup>

- Goal 1. End poverty in all its forms everywhere
- Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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

The Theory of Change for this joint programme is based on the UNSDCF results framework and consultations with the DRC counterparts. To contribute to government efforts to create an enabling environment for SDG financing, the joint programme will be based on an innovative approach using all existing enablers at the national and local levels.

<sup>1</sup> Contextualisation et Priorisation des Objectifs de Développement Durable (ODD) en République Démocratique du Congo, 2016

**If** the domestic potential for SDG financing from the public and private sectors as well as from communities is known through gender-sensitive financing studies and assessments, **then** the government in collaboration with relevant stakeholders including private sector and civil society organizations is able to put in place an enabling environment (through formulation of financing strategy improvement of the legal frameworks to improve the business environment, etc. ) to stimulate domestic resources to finance priority sectors. **And If**, the government puts in place and implements public finance reforms, measures and programmatic and/or public expenditures tools such as MTEF or Programme-based budgeting (PBB) etc. towards strengthening efficiency and effectiveness of gender-sensitive public spending at the national and provincial levels, **then** the fiscal space is expanded to enable Government to increase public spending in socioeconomic sectors such as universal health coverage, free primary education, access to energy, food security and employment.

**With these two major changes**, the programme will create conditions for an increased domestic and international resource mobilization and spending and then put the country towards achieving the Addis Ababa Action Agenda commitment. Such achievement creates conditions for sustainable and equitable development, in particular to the advantage of most of the vulnerable groups such as women, children and people with disabilities who will not only be able to access to basic services but also, benefit from employment opportunities created by the increase of public expenditure.



## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement (max 2 pages)

The political-institutional and security crisis that affected the Congolese economy in 2016 persists despite the fact that elections were held in 2018 and growth has resumed. Indeed, there has been some recovery in economic activity in recent years, with a growth rate at relatively constant levels of 2.4% in 2019 and 1.6% in 2018. However, the growth rate of recent years has not benefitted the whole population. In fact, social inequality levels are high and people living in poverty, and women in particular, face huge barriers to access basic social services and seize their rights.<sup>2</sup>

The extent of the deterioration of the macroeconomic framework observed between 2016 and 2017 was reduced in 2018 and 2019.

However, the level of the DRC's debt is relatively high and could seriously hamper development efforts as outlined in the PNSD and in the President's priority programmes, including free education, universal health coverage and digitization. The financing of the social sectors is modest, with an overall annual budget allocation to the health, education and social protection sectors of around 29%. In addition, the level of capital expenditure remains low, and despite this, the implementation rate remains at around 55% in 2018 and the high dependence on external financing persists. The impact of Coronavirus will in the short term increase the allocation in health but in the medium and longterm, social sectors will suffer from budget restrictions

The DRC adopted on 21 November 2019 its National Strategic Development Plan (PNSD) 2020-2024 focused on sustainable development objectives, as well as its Priority Action Plan (PAP). Structured around 5 pillars, the PNSD aims to accelerate sustainable human development, ensure balanced development of the territory, diversify the economy, and reduce climate risks by relying on efficient institutions, resilient physical and digital infrastructure, and qualified human capital, in a peaceful environment that respects fundamental human rights. It brings together all existing programmatic frameworks and as such remains the sole strategic reference framework for public policies during the period under review.

---

<sup>2</sup> UN Common Country Analysis 2019, p.30, paragraph 98

Tableau 13. Sources d'investissements

Investissements nécessaires pour l'atteinte des ODD en RDC (en milliards de USD 2013)						
Secteurs d'investissement	Investissement			Financement		
	Besoin d'investissement	Surplus dû à l'adaptation climatique	Investissement total	Privé (%)	Privé (USD)	Public (USD)
1. Santé	2,119	0,024	2,14	0,0	0,0	2,1
2. Education	2,915	0,000	2,91	0,0	0,0	2,9
3. Protection sociale	0,000	0,000	0,00	0,0	0,0	0,0
4. Agriculture et sécurité alimentaire	4,858	0,488	5,35	51,4	2,7	2,6
5. Infrastructures	17,626	2,175	19,80	52,7	10,4	9,4
5.1. Accès à l'énergie moderne	6,151	1,175	7,33	47,2	3,5	3,9
Accès à l'électricité et énergie de cuisson	2,094	0,139	2,23	16,2	0,4	1,9
Accès à l'électricité	0,612	0,118	0,73	45,2	0,3	0,4
Accès à l'énergie de cuisson	1,482	0,021	1,50	2,1	0,0	1,5
Infrastructure énergétique	4,057	1,037	5,09	60,6	3,1	2,0
5.2. Accès à l'eau et assainissement	0,578	0,307	0,89	10,0	0,1	0,8
Offre basique de l'eau et du système sanitaire	0,578	0,307	0,89	10,0	0,1	0,8
Infrastructure hydrique et sanitaire	0,000	0,000	0,00	0,0	0,0	0,0
5.3. Infrastructure de transport	7,154	0,692	7,85	54,5	4,3	3,6
5.4. Infrastructures de télécommunication	3,743	0,000	3,74	70,0	2,6	1,1
6. Ecosystème, incluant la biodiversité	0,388	0,000	0,39	15,0	0,1	0,3
7. Données statistiques	0,043	0,022	0,06	0,0	0,0	0,1
8. Réponses urgentes et humanitaires	0,972	0,000	0,97	0,0	0,0	1,0
<b>Total Investissement annuel moyen</b>	<b>28,921</b>	<b>2,708</b>	<b>31,629</b>	<b>43,23</b>	<b>13,250</b>	<b>18,379</b>
<b>Investissements pour le quinquennat (2017 - 2021)</b>	<b>144,60</b>	<b>13,54</b>	<b>158,14</b>	<b>43,23</b>	<b>66,25</b>	<b>91,89</b>

The challenge of financing SDGs is a global one, but it is particularly acute for the LDCs such as the DRC. The overall cost of financing and implementing the SDG priorities of the DRC (38 targets, 59 indicators, including 25 partnership indicators and 49 implementation

indicators) has been estimated at USD 148 billion by the DRC Ministry of Planning (following the UN methodology) or USD 165 billion by the International Monetary Fund (IMF). As for the PNSD, the overall cost of its financing over the five years (2020/2024) is estimated at USD 47.96 billion while the available financing is estimated at USD 21.53 billion (44.89%). The gap to be mobilized represents about 26.43 billion USD, i.e. 55.11% of the total cost.

Indeed, the financing for SDG achievement in DRC requires substantial investments in the areas of peace and security, health and education, agriculture and nutrition, local private sector development and environmental protection, among others, in order to ensure the realization of the ambitious objective of Agenda 2030 to "leave no one behind". This is a huge challenge for a country where more than half of the population (63%) lives in extreme poverty, where high levels of corruption prevail, where social and economic infrastructures are lacking, where the economy is vulnerable to various shocks and crises, and where the lowest levels of per capita income, access to health, education etc. exist.

Moreover, an additional cost of provincial and local financing of SDGs should also be taken into account as the DRC is a decentralized country, subdivided into 26 provinces, enjoying administrative, economic and technical autonomy (art. 3 of the 2006 Constitution). Rough estimates of the provincial and local location of SDGs are estimated at an average of USD 2 billion per province over the next five years, or nearly USD 52 billion, of which nearly 80% are to be sought.

The implementation of the SDG-focused PNSD and pro-SDG Provincial Development Plans (PDPs) requires significant funding that has so far not been covered by the current level of available resources. Indeed, the State budget represents only about 10% of the GDP on average over the last 5 years against an average of 20% for other sub-Saharan African (SSA) countries, and credit to the economy is only around 5% of GDP against 25% for SSA countries.

Public external resources represent barely 3% of GDP and private external resources are limited to 3.5% of GDP. This situation compels the DRC to explore the possibilities of

mobilizing additional domestic and external public and private resources to finance its development financing gap.

## 1.2 SDGs and targets (max 2 pages)

The following SDG targets will be the focus of this joint programme. The table illustrates the selected goals and indicators alongside targets and methods of measurement.

Goal	Indicator	Baseline	Target	Source
Goal 1. End poverty in all its forms everywhere				
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	1.a.2 Proportion of total government spending on essential services (education, health and social protection)	28.7%	30	Annual Budget / Financial law
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	1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups	0.39% (i)	1%	Annual Budget / Financial law
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development				
17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source,	11.23% (ii) 18% (iii)	14% 20%	National budget
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	17.17.1 Amount of United States dollars committed to public-private and civil society partnerships	Not collected	US\$, 2,000,000	Joint programme reports

- (i) The joint programme has decided to target here the budget allocated to the Ministry of Gender, Family and Children
- (ii) This is the proportion of collected taxes in the national budget

(iii) The figure is the proportion of ODA received in the national budget

**The core target for this joint programme is Goal 17.17 “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”.** The programme will additionally contribute to the range of goals and indicators listed in the table above. An appropriate SDG financing framework in the context of DRC supported by policies and systems is a central solution to promote human development, human capital and contribute to stability and prosperity. Thus, it will enable DRC to mobilize domestic and non-domestic resources to scale up efforts to end poverty and hunger, strengthen household resilience, improve health and wellbeing and access to education, promote gender equality and contribute to foster inclusive and sustainable economic growth.

More specifically, in the short and medium term, the joint programme will contribute to increase domestic and international resource mobilization towards financing the SDGs that are critical to impulse economic and social sustainable development. This will be possible through policies, strategies and a legal framework which create an enabling environment for stimulating public and private sector resources (SDG17). On the other hand, with the support provided in strengthening public finance efficiency and effectiveness, the joint programme will contribute to increase the government’s ability to allocate more public resources in priority sectors such as education, health, social protection, gender equality and poverty reduction (SDG1). The same successes will be replicated at the provincial level through an inclusive modeling approach which will be extended throughout the entire country in order to leave no one behind.

### **1.3 Stakeholder mapping and target groups (max 2 pages)**

The implementation of this project will involve several actors, among whom we can cite the following:

#### **The political bodies in the implementation of the joint programme that are intended to ensure the steering:**

- The central government represented by the Ministry of Finance and the Ministry of Planning with regard to their respective mandate and responsibilities. They will be able to ensure the steering of the exercise by mobilizing all the key players in the financial and technical sector, including the Ministry of Budget, the Ministry of Regional Cooperation and SMEs. The framework will then have to be integrated into the Government's financial policy for the implementation of the SDGs and inspire successive finance laws. The Government will also have to put in place reforms likely to encourage impact and spillover investments. It is therefore important that the political leadership of the joint programme is ensured by the Prime Minister, or failing that, the Deputy Prime Minister, Minister of Planning or the Minister of Finance.
- The target provinces through their designated focal points will be able to participate in the implementation of the joint programme, including the duplication and adaptation of the model at the level of their respective provinces in order to ensure effective implementation at the decentralized level. This level of implementation will make it possible to directly address the various SDOs on the basis of prioritization and location;
- The national and provincial assemblies.

#### **Technical bodies capable of making significant contributions to implementation:**

- The Central Bank of Congo plays a key role in the country's financial ecosystem thanks to its control of financial flows and the behaviour of players. It ensures the regulation and control of the harmonious functioning of financial and monetary mechanisms to ensure the major general balances to be safeguarded;

- The Congolese Observatory for Sustainable Development (OCDD) is a major player in prioritizing and coordinating the implementation and monitoring of progress towards the achievement of the SDGs. It is a technical body equipped to monitor and evaluate SDGs. The ODDC will thus be able to ensure that the mechanisms identified take into account the prioritization and targets adopted by the DRC;
- The national investment promotion agency (OCPI) is part of the investment support and promotion mechanism. It has strategic information as well as a database of the various investors interested in the DRC. Its knowledge of the investment sector makes the OCPI a major player in the implementation of this joint programme:

**The target groups to be considered as beneficiaries of the joint programme and to be involved in the implementation. These are :**

- The Financial Boards [*Direction Générale des Impôts (DGI), Direction Générale des Douanes et Accises (DGDA), Direction générale des recettes administratives domaniales (DGRAD)*] are the channels through which the government collects resources to finance its economic and social development programme and, by extension, the implementation of the SDGs. These agencies will therefore be able to participate in the development and implementation of strategies and innovative tools for the mobilization of domestic resources (current revenue), which is an important component of this project.
- The provincial variations of these structures for the mobilization of local resources under the provinces as decentralized territorial entities will also be associated in the implementation at the level of the targeted provinces;
- The private sector in general plays a major role in the realization of SDGs through their activities, some of which already address certain areas of SDGs such as water, electricity, Agriculture, health, etc. Furthermore, through their Corporate Social Responsibility (CSR) programmes, the private sector can proactively contribute to the achievement of the targeted SDGs. It can also commit itself through its business plans to the development of inclusive models that have an impact on the lives of people and communities;
- International investors, some of which are grouped together in a network or impact investment platform. They could be the main counterparts and beneficiaries of this joint programme if appropriate measures are taken to secure their investments and mitigate country risks;
- Civil society organizations (CSOs), in particular youth and women's rights associations, should be involved in the implementation as well as in the monitoring and evaluation process of the joint programme. CSOs should also include (social) media or any other competent actor for sensitization, advocacy and mobilization.

**International financial institutions and bilateral partners involved in financing SDGs. These are essentially:**

- The International Finance Corporation or more broadly the World Bank Group, which has a clear strategy for financing SDGs. The IFC provides support to fund managers but also to impact investments. The World Bank Group has the capacity to mobilize capital at the international level and has a large network of credible actors that it can put at the disposal of the joint program.

- The various embassies interested in the realization of the SDGs. In the DRC, mainly the countries Great Britain, the United States, France, China, etc. will be able to make significant contributions from the outset of the joint programme, by facilitating the mobilization of their companies and investors, and support impact investments and the mobilization of resources in favour of SDGs.

## **2. Programme Strategy**

### **2.1. Overall strategy (max 2 pages)**

The DRC has subscribed to Agenda 2030 and made it the main lever of its development action. As of 2016, it has defined its national SDG priorities and integrated them into its policies and development planning frameworks. Its current development planning framework, PNSD 2020-2024, is fully aligned with national SDG priorities. At the decentralized level, the PDPs are also fully aligned with national priorities. Furthermore, although the country has made significant efforts to achieve the SDGs, the lack of resources and institutional capacity hampers the prospects for achieving the SDGs and for the development of the country and its provinces in general. These deficits highlight the need to support the country and its provinces to unlock the country's development financing potential.

The joint programme will contribute to this effect, transforming the financing environment for SDGs by providing solutions especially in the priority sectors of the PNSD. To achieve this central objective, the project will focus on two major actions, namely:

- Support the country in unlocking the potential for additional funding (public, private and community) to accelerate progress towards achieving the SDGs, especially in priority sectors such as health, agriculture and energy;
- Support the country to expand its national and provincial fiscal space, with a view to increasing funding for SDG catalytic investments, and to strengthen the effectiveness and efficiency of local and national public spending to improve the impact of public policies, particularly in pro-SDG sectors.

The strategic intervention approach derives from an analysis of the constraints and challenges (direct, underlying and structural) encountered by the DRC and its provinces in mobilizing resources and conducting effective public policies, in particular the programming of SDG-oriented investments. The analyses showed that the DRC and its provinces suffered from both capacity (institutional and human) and financial resource deficits to lead the changes foreseen in its national and provincial pro-SDG development plans. The innovative approach adopted will therefore consist, on the one hand, in supporting the country and its provinces to develop policies and improve their institutional and regulatory frameworks, with a view to creating the technical conditions necessary for mobilizing and channeling resources towards SDG-oriented development priorities and, on the other hand, to strengthen their institutional and human capacities. This approach will enable the country to equip itself with the policies, tools, instruments and human resource that are capable and qualified in the mobilization and management of a diversified flow of resources, as well as in the planning, programming, budgeting and monitoring-evaluation of public policies.

The non-conventional approach in the DRC context would be to develop the appropriate multi-stakeholder frameworks for structured public-private engagement to address bottlenecks and improve the sustainability of interventions. Instruments and recommendations for leveraging private sector finance will be identified; and SDG-compliant investments championed. Finally, the joint programme will differ from current conventional approaches because it will support

Government on tangible and evidence-based options to increase the fiscal space through strengthening efficiency and effectiveness in Government resources and expenditures.

The joint programme will bring new solutions to both the Government and other actors in that it will contribute to the development of innovative strategic frameworks to accelerate the mobilization of pro-SDG funding and also provide actors with concrete tools and instruments to mobilize and stimulate additional funding in a sustainable manner. The approach aimed at strengthening the Government's leadership capacities and mobilizing the private sector within structured dialogue frameworks. It will also help to maximize the expected impacts and prepare the country for scaling up in all 26 provinces of the country.

The consortium of UNDP, UNICEF, UNCDF and UN Women guarantees a mix of expertise and specialization that will provide sustainable solutions. Indeed, the combined efforts of these four agencies make it possible to adequately cover the three sectors below as they have comparative advantages in terms of expertise, partnership development and implementation capacity. Also, they bring additional competence in mobilizing the private sector through innovative solutions. The presence of the agencies in the field at the national, provincial and local levels, as well as diversified commitment and partnership, including with the central Government, is an asset that will increase the added value of the joint programme. UNDP's expertise on SDGs and Accelerator Labs, UNICEF's expertise in managing several SDGs in its field of coverage, UNCDF's leadership in developing appropriate instruments for innovative financing and UN Women's capacities in gender analysis and programming will contribute significantly to this.

The interventions of the joint programme will help increase the resources needed to finance structural and social investments oriented towards SDGs. They are all aligned with national priorities (PNSD 2020-2024). The joint programme will benefit central and provincial governments, national and provincial ministries involved in the planning, programming, budgeting and monitoring-evaluation function, as well as their provincial divisions. More generally, the joint programme will benefit the entire Congolese population through the socio-economic and human development benefits associated with the implementation of the SDGs through PNSD 2020-2024 and the PDPs.

Synergies with other agencies of the United Nations system and technical, financial, bilateral and multilateral partners, based on criteria of coherence between the respective mandates, comparative advantages and possible areas of complementarity, will be forged and developed in the framework of this joint programme, in order to achieve higher collective results, capable of giving impetus to a strong development dynamic in the country and the provinces.

The sustainability of these results will be made possible through the empowerment of a critical mass of national development actors from various line ministries and the development of new policies [development cooperation policy, Public-Private-Partnership (PPP-)Policy, development financing strategy, etc.]. UNDP, UNICEF, UNCDF and UN Women will use their experience and expertise to support this empowerment and the development of new policies. The sustainability of the project's achievements will be based on:

- Involvement of ministries, national and provincial technical services, decentralized territorial entities (DTEs) and civil society development actors throughout the process, in particular in implementation, with the aim of (i) strengthening their operational capacities and (ii) having sufficient knowledge of the activities initiated by the Joint Programme to enable them to take over when the Programme is withdrawn;

- Ownership of the results of the Programme by the technical services, national and provincial actors and communities (the Programme will ensure this throughout implementation);
- The use of participatory approach during all the steps of the joint programme from the design to the evaluation of the results through the implementation.

## **2.2 Theory of Change (max 2 pages+graphic)**

Since the adoption of SDGs as strategic development framework, DRC has developed and adopted in December 2019 the PNSD which is fully aligned to the SDGs. However, the available financing for the PNSD is estimated at US 21,53 billion (44,89%). Therefore, achievement of the plan's target would require additional financing from all sectors including private and households. Therefore, the creation of an enabling environment to unlock the potential of SDG financing would be a first step to create conditions for public and private financing to increase. The main rationale is that DRC needs to improve the investment environment which has been hampered by the repeated conflicts and instability in various provinces in the last 10 years. The joint programme aims at creating an enabling environment to unlock the potential of public and private investment to support the implementation of the PNSD.

In order to contribute to the Government's efforts to create an enabling environment to attract and channel additional funding for the achievement of the SDGs, this project aims to build on innovative and high-impact strategic actions according to the theory of change below:

**If** there is good knowledge of the potential for additional public, private and community funding to accelerate progress towards achieving the SDGs, **then** policy makers at national and provincial levels will be able to identify promising sectors and areas where potential for domestic financing exists. **And if** with the knowledge of financing potential in the priority sectors; the Government at national and provincial level develops/ strengthens/adapts the policy, strategy, legal and regulatory frameworks and use innovative private and community financing tools, **then** the conditions for increasing and stimulating investments favourable to the achievement of the SDGs are created. To acquire this knowledge, which is a preliminary step, the joint programme will invest massively in the conduct of strategic studies and analyses, in particular a Development Financing Assessment (DFA) and specific feasibility studies focused on the identified priority sectors (economic, social).

Similarly, **if** the improvement of the private sector's investment environment is coupled with an expansion of the national and provincial fiscal space, **then** DRC will be able to increase its public expenditure and investment in priority sectors such as free education, universal health coverage, food security, economic infrastructure and energy, which are the priority sectors of the PNSD. To achieve that goal, the joint programme will focus its support on improving the effectiveness and efficiency of national and local public expenditure, particularly on : (i) the establishment and use of support tools for national and local planning, programming, steering and budgeting developed and implemented (Priority Action Plans (PAP), programme based budgeting, MTEF, monitoring tools, etc.) and (ii) capacity building targeting all development stakeholders in programming, budgeting and public resource mobilization.

**The combination of these two major changes** will enable the project to create favourable conditions for additional public, private and community financing, but also to improve the efficiency and effectiveness of public expenditure in the DRC, which is an important condition



for achieving the SDGs. Achieving the results of the joint programme will only be possible with the implementation of the strategies below:

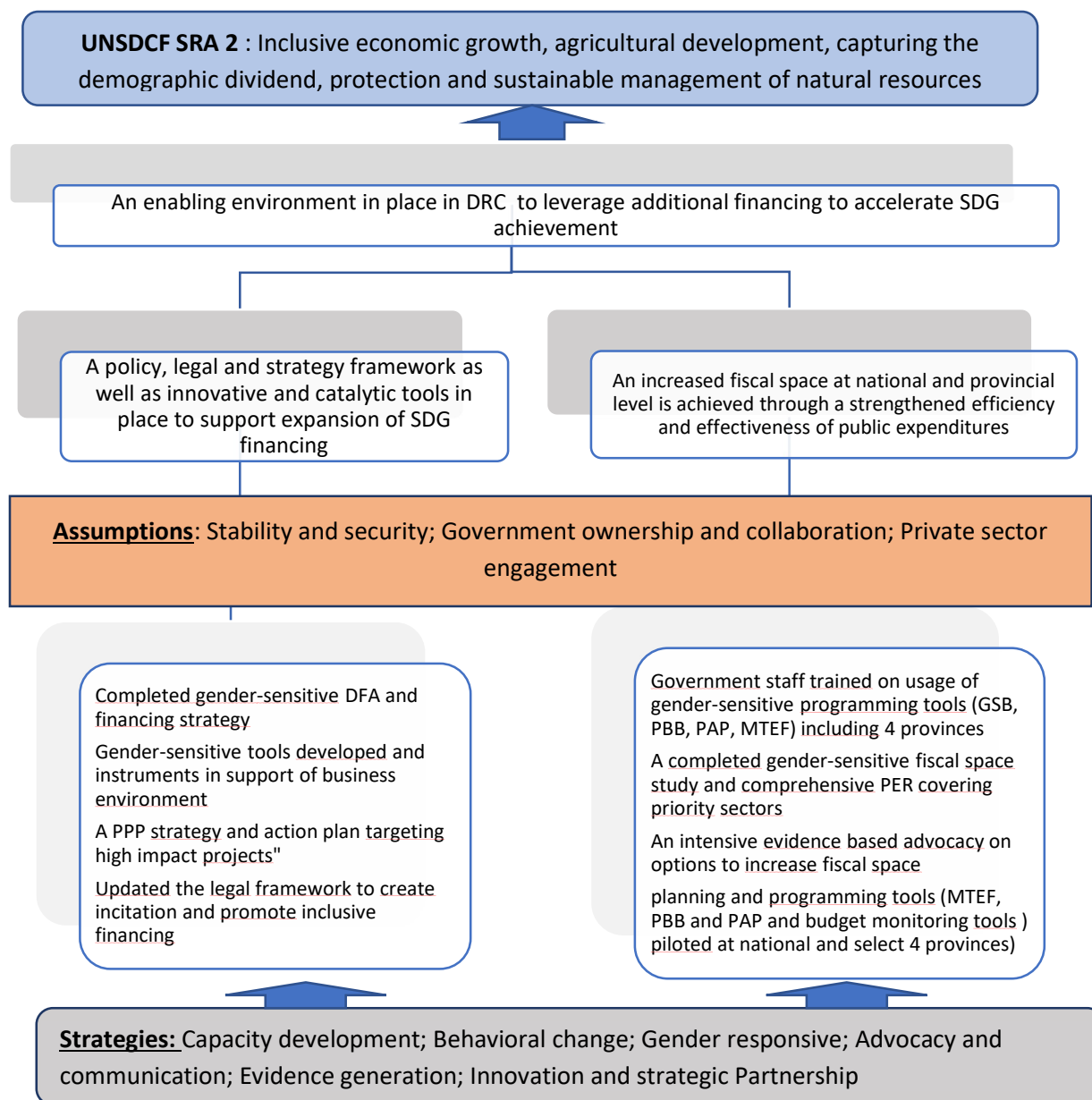
- **Communication and policy advocacy:** In order to engage political authorities and private sector actors in implementation, the joint programme will intensively conduct advocacy and communication activities based on the evidence and good practices of the joint programme.
- **Development of national and provincial technical and institutional capacities:** Political instability and repeated conflicts have contributed to reducing national and provincial capacities for the introduction and implementation of structural reforms. To this end, the joint programme will target the strengthening of public and private partnership frameworks and their actors. At the level of the national and provincial public, the joint programme will invest in strengthening the institutional capacities and provide national and local government with tools that will help to improve the effectiveness and efficiency of public expenditure.
- **Strategic partnership:** One of the key strategies of the joint programme will be the establishment of a strategic partnership framework with all actors, namely CSOs, the private sector, International Financial Institutions such as the World Bank, AfDB and the IMF, as well as local communities. The aim is not only to create synergies and coordination with existing stakeholders, but also to create conditions for ownership and scaling up of lessons learned and outcomes of the joint programme.
- **Evidence generation** through strategic and targeted studies in priority sectors that will help guide policy makers as well as other actors in civil society and the private sector on financing options. The main studies will be the DFA, feasibility studies on promising sectors and investment niches and fiscal space studies including option simulations.

**Risk-based programming is an approach** that will be adopted by the joint programme. To this end, certain risks and assumptions will be taken into account, in particular: (i) Insecurity which could limit community participation but also the commitment of actors in some provinces; (ii) High turnover of Government officials which could hamper the sustainability of investments in capacity building; (iii) Lack of interest and weak collaboration of private sector actors and communities and ((iv) epidemics outbreak and the impact of the Coronavirus.

<b>Major risks</b>	<b>Mitigation measures</b>
Insecurity which could limit community participation but also the commitment of actors in some provinces	The implementation of the joint programme will start in locations or provinces where the conditions for success are in place. Accessible provinces with minimum governance requirements and a provincial plan will be considered during phase 1. A mechanism will be put in place to create the conditions for learning and strengthening other provinces for national scale-up.
Recurring epidemic outbreaks like Ebola and the impact of the new Coronavirus which limit private sector investment in several provinces	For the Coronavirus pandemic, UNDP and UNICEF will collaborate with World Bank, IMF and ADB to conduct realtime economic and macroeconomic analysis that will guide

	<p>Government to take appropriate decisions. The programme will also use the recommendations of the doingbusiness annual studies and advise Government on best strategies and approaches to increase private sector interest.</p>
<p>High turnover of Government officials which could hamper the sustainability of investments in capacity building</p>	<p>The programme will focus on strengthening the system for sustainability. Capacity building programmes will be conducted over a significant period of time and a limited pool of trainers will be put in place to ensure continuity.</p>
<p>Lack of interest and weak collaboration of private sector actors and communities.</p>	<p>Raising awareness of business opportunities, the establishment and support of private sector consultation frameworks will be key strategies. The programme will also rely on political advocacy and behaviour change communication to mobilize and engage private sector and community actors.</p>

## Theory of change



## 2.3 Expected results by outcome and outputs (UNICEF)

**UNSDCF Strategic result Area 2:** Inclusive economic growth, agricultural development, capturing the demographic dividend, protection and sustainable management of natural resources.

**UNSDCF Outcome 2.1:** *By 2024, the Congolese population will enjoy sustainable inclusive economic growth driven by agricultural transformation, economic diversification open to innovation and the promotion of youth and women's entrepreneurship*

**Outcome of the joint programme: an enabling environment to identify and unlock the potential for additional funding for SDGs in the DRC.**

**Output 1: By 2021, A policy, legal and strategy framework as well as innovative and catalytic tools in place to support expansion of SDG financing**

The DRC is so far among the countries most dependent on Official Development Assistance. However, as a signatory to the Addis Ababa Action Agenda, the country must maximize internal financing opportunities in order to accelerate progress towards achieving the SDGs. To this end, the interventions under Output 1 will not only enable the country to obtain new and strategic evidence that will enable the authorities to explore new sources and other opportunities for internal financing, but also to support the government in driving a new dynamic by putting in place a policy, strategy and legislative environment as well as tools and mechanisms that will enable it to attract and channel this financing towards the achievement of the SDGs. To this end, the main interventions under this output will be:

- Conducting a series of gender-sensitive strategic studies and analyses focusing on the priority sectors of the PNSD (economic, social). These studies will include a DFA and feasibility studies or return on investment analysis for specific cases of private or community investment.
- The formulation of a gender-sensitive and youth-based action plan or financing strategy for in the DRC based on the evidence generated through the studies listed above in order to create an enabling environment for the private sector and communities.
- Developing tools and conducting advocacy to attract innovative private and community financing opportunities.
- Institutional and technical capacity building to strengthen the capacity of the decentralized entities (ETDs) and Provinces to finance socio-economic investments. This could be translated into the development of toolkits for resource mobilization of ETDs and provinces as well as the digitalization of platforms to reduce transaction costs for better efficiency.
- The development of regulatory frameworks to facilitate the financing of key sectors such as investments in women's economic empowerment to facilitate women's access to innovative financing as well as initiatives in the area of NAN, climate finance etc.
- The development of a PPP strategy to accelerate sustained financing for local development by piloting the implementation of PPP based projects with high return on investment with real impacts on SDGs and with a model of social responsibility.

**Output 2: By 2021, An increased fiscal space at national and provincial level is achieved through a strengthened efficiency and effectiveness of public expenditures**

Enlarging the fiscal space using the main potential levers will allow the Government to increase investing towards priority sectors. As for improving the effectiveness and efficiency of public spending, it will lead to a better alignment of resources and priorities and promote value for money in public expenditure management system. By achieving output 1, the Government will strengthen public expenditure performance by enabling the prioritization of the major sectors of the PNSD and thereby putting the country on the path to inclusive sustainable development. The effectiveness and efficiency of public expenditure will lead to better prioritization of target sectors and groups, especially women, youth and children.

- Conducting an analysis of the fiscal space and analyses on the effectiveness and efficiency of public finances (public expenditure review, traceability study) with a focus on priority sectors,
- Strengthening the capacities of development actors at national and local levels, including women and young people, in mobilizing, planning, budgeting and investing public resources.
- The development of support tools for national and local planning, steering and budgeting, in particular (i) priority action plans, (ii) the development of programme budgets and MTEFs as well as the development of monitoring tools, etc.),
- The development and implementation of tools for mobilizing provincial taxation in order to boost local development.

With the joint programme, the DRC will be able to attract additional funding to support its efforts to achieve harmonious, equitable and sustainable development. To be in line with the commitments of the Addis Ababa Agenda of Action, emphasis will be placed on the potential for domestic financing. To this end the target will be, in addition to expanding the budget of the national and provincial governments, to increase the level of private sector investment by promoting the development of SMEs and SMIs which have a strong impact on local employment, but also in the redistribution of income and added value at the level of local communities. One of the targets of the project will be the strengthening of female entrepreneurship and their inclusion in the value chain. Thus, the joint programme will contribute to achieving two major changes that will catalyze accelerated progress towards achieving SDGs:

- An expanded fiscal space through public measures and reforms that will enable the Government to allocate additional resources to priority sectors;
- A national financing strategy with the support of all stakeholders including the private sector. The strategy will provide all appropriate financing solutions in the context of the DRC.

## **2.4 Budget and value for money (max 2 pages)**

The total cost of the programme is US\$ 1,200,000 as detailed in the budget table in Annex. The Four UN agencies' contribution will be at US\$ 200,000. In terms of value for money, the planned interventions of the joint programme are timely and a seed money in the context of DRC.

- Under the output 1, the studies, analysis and the development/strengthening of the policy and legal framework as well the dialogue cadres between Government and the private sector are catalytic to increase investment in the sector. In addition the support to the development financing strategy linked to the SDG and using the evidence from DFA and other studies will contribute to leverage in the medium and long run Government resources as well as other development partners and private resources to finance the strategy implementation even at the end of the programme. The promotion of Government's leadership at national and provincial level as well as the full inclusion of the private sector and relevant other stakeholders throughout this process will be key to guaranty sustainability.
- Under the output 2, the joint programme's intervention towards an improved fiscal space have high value for money by supporting Government to use existing and

potential niches and areas to increase public spending in priority sectors. On the other hand, the development and testing of programming and budgeting tools such as PBB, MTEF etc. at national level and in some provinces will leverage Government and other development partners' resources for the national roll-out.

Because the joint programme is fully in line with government priorities and led by the Ministry of Planning, the attainment of the planned result will contribute to leverage Government and key partners resources such as the World Bank which is fully engaged and supporting public finance and development reforms with a focus on strengthening effectiveness and efficiency of public spending. The project is also expecting to leverage resources from private sector organization particularly in conducting activities related to enhance the dialogue and engagement on SDGs.

Gender is not only mainstreamed in the joint programme activities, but several activities are also directly targeting gender equality. In this regard around 10% of the budget has been dedicated to

- enhance gender-sensitive programming and budgeting (GSP, GSB) which is currently very poor in DRC. The project will ensure that programmatic and budgeting tools developed to support effectiveness and efficiency will enable Government to allocate resources in support of women entrepreneurship and empowerment in order to fight against gender inequalities.
- Capacity building interventions will specifically target women in order to promote women entrepreneurship in the small and medium scale enterprises. The aim is to strongly promote women enterprises in the value chain.
- Under the strengthening of the dialogue and concertation mechanisms, the joint programme will ensure a gender equality in the representation of members in order to promote equal voices and gender sensitive decisions

## **2.5 Partnerships and stakeholder engagement (max 2 pages)**

Management and leadership of the implementation of the joint programme will be provided by the DRC Ministry of Planning. Given the multi-sectoral nature of the joint programme, collaboration will be developed with the key Ministries, namely the Ministry of Budget and the Ministry of Finance, as well as the sectoral ministries (health, education, energy and agriculture). At the provincial level, to ensure ownership and sustainability of the joint programme, leadership support will be provided by the provincial governors as well as to the Planning and Budget Divisions which are the direct counterparts for this programme. Thanks to the Government's involvement during the consultation and formulation phases of the joint programme, greater foundation has been created to enhance Government leadership which is key to lead to the sustainability of the interventions.

The Resident Coordinator Office (RCO) with the support of UNDP (lead agency) will ensure the overall coordination of activities as well as the monitoring and evaluation of implementation. The RCO will also support the various agencies in advocacy work and the mobilization of government and private sector partners. Through UNCT meetings and other existing coordination mechanisms, it will contribute to the strategic positioning of the joint programme.

The consortium, UNDP, UNICEF, UNCDF, UNWOMEN, represents a mix of skills and specialization that will provide sustainable solutions. Indeed, the combined efforts of these three agencies allows to adequately cover the three sectors below as they have comparative

advantages in terms of expertise, partnership development and implementation capacity but also to bring additional competence in mobilizing the private sector through innovative solutions. The value of the three agencies is also based on (i) their field presence and their engagement and partnership with the Government at national and provincial levels on various development issues around SDGs and (ii) their specific expertise on SDGs and innovative financing issues. All PUNOs will be responsible for the implementation of the programme components including the mobilization of Government, private sector and community partners. They will use their experience and expertise to support this capacity building and the development of new policies.

Synergies with other agencies of the United Nations System (UN System) such as UNIDO and technical financial partners present in the country and having a specific agenda on the financing of SDGs (World Bank, IMF, AfDB). A partnership with the Embassies and inter-donor groups present in the DRC based on criteria of coherence between the respective mandates, comparative advantages and possible areas of complementarity (gender inequality), will be forged and developed within the framework of this project, in order to give higher collective results, capable of giving impetus to a strong dynamic of development of the country and the provinces.

In order to ensure overall coherence in the coordination and implementation of the joint programme and also to strengthen synergies with other existing frameworks for dialogue and coordination, the coordination of the joint programme will be aligned with the thematic groups of the NSDP, particularly the one in charge of the growth axis. To this end, a steering committee led by the Ministry of Planning will be set up, composed of the line ministries, in particular the Ministry of Budget, Finance, Health, Education, Agriculture, Energy and the private sector COMPACT members on SDGs and civil society.

### **3. Programme implementation**

#### **3.1 Governance and implementation arrangements (max 3 pages)**

This joint programme will be implemented under the leadership of the Government of the DRC within the framework of the UNSDCF 2020-2024 and the PNSD (2020-2024). The Ministry of Planning will coordinate the implementation with the Ministries of Finances, Gender, Budget, SMEs, Agriculture, Youth Entrepreneurship and Health, as well as the organizations in charge of the private sector.

The RCO with the support of the OCDD platform, the sectoral ministries involved and the PUNOs (UNDP, UNICEF, UNCDF, UN Women) will ensure the overall coordination of the activities as well as the monitoring and evaluation of the implementation. These institutions will constitute, through their designated high-level representatives, the National Steering Committee (NSC) of the joint programme, which will be chaired by the Ministry of Finance. This Committee could be extended to donors and partners active in the targeted areas.

The role of the NSC will be, among others, to approve the operational document of the programme, ensure the proper implementation of the programme, mobilize stakeholders, provide strategic guidance, especially on resource mobilization and more particularly on the prospects for institutionalizing the policy and regulatory frameworks for accelerating the SDGs that will result from it.

In addition, the NPC will ensure the quality control of reports and results as defined in the joint programme results framework. The RCO, in consultation with UNICEF, UNDP, UNCDF

and UN Women will apply the rules and regulations on quality assurance and policy support to the UN system. All PUNOs will be responsible for data collection and timely provision of quality data in accordance with the agreed reporting schedule below.

Also, the RCO will support the various agencies in advocacy work and mobilization of government partners, donors and partners and the private sector. UNDP (Lead), UNICEF, UN Women and UNCDF will be responsible for implementing the programme components, including the mobilization of the institutional and technical stakeholders of the programme.

The partner agencies will pool their experience and expertise to help fill the gaps in technical and operational capacity which are the major obstacles to the implementation of SDG financing in the DRC, especially in the priority sectors. To this end, for a better expectation of results and the sustainability of achievements, the Joint Programme will focus on the following aspects:

- Involvement of national partners (national and provincial technical services, ETDs, and civil society development actors) throughout the process, in particular to promote a dynamic of mastery of the instruments for accelerating SDGs that will result from it.
- A good understanding of the private sector on its role in developing the potential for additional private financing to expand the national and provincial fiscal space and the ETDs for accelerating the achievement of the SDGs.
- Identify capacity gaps in fiscal space analysis including PEFA (Public Financial Management Assessment Framework), local planning and resource mobilization at the local level (Provinces and ETDs)
- Support the formulation of policy and regulatory frameworks to strengthen the territorialization of Food and Nutrition Security policies, the development of frameworks and parameters for Women's Economic Empowerment with the development of the WEE Index.
- Strengthen the promotion and participation of the private sector in the mobilization of domestic resources by creating an incentive environment (operational strategy) for its development.

### **Roles of the four agencies**

**UNDP:** In addition to coordinating, monitoring and evaluating the joint programme, UNDP will provide the following interventions

- Overall coordination of the joint programme
- Leadership of FDF in partnership with UNICEF and UNCDF
- Coordinate the implementation and/or the relative legal and regulatory framework for mobilizing and attracting the private sector.
- Coordinate the development and implementation of programming and development management tools
- Supporting the conduct of feasibility studies on promising sectors

### **UNICEF**

- Support UNDP in the conduct of the DFA with a focus on the financing potential of the social sectors.
- Conducting feasibility studies on financing opportunities for universal health coverage, social protection, education and WASH sectors.



- The leadership of studies analysing the fiscal space with an angle on the financing of social sectors
- Conducting studies and analyses on the effectiveness and efficiency of public spending
- Work jointly with UNDP and UNCDF in the implementation of steering and programming tools, in particular the programme budget, MTEFs and local planning and budgeting.

**UNCDF** will ensure the strengthening of existing technical capacities through Specialized Technical Assistance for:

- Identifying capacity gaps in fiscal space analysis including PEFA, local planning and resource mobilization at local level (Provinces and ETDs)
- Support the formulation of policy and regulatory frameworks to strengthen the territorialization of Food and Nutrition Security policies, the development of frameworks and parameters for Women's Economic Empowerment with the development of the WEE Index.
- Strengthen the promotion and participation of the private sector in the mobilization of domestic resources by creating an incentive environment (operational strategy) for its development.

### **UN Women**

UN Women – in its capacity as the UN Agency dedicated to gender equality and the empowerment of women – will provide technical support to the outputs outline in the project's work plan.

UN Women's contribution will be focused on mainstreaming gender in the analysis, programming, implementation, monitoring and evaluation of the project.

## **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 Programme<sup>3</sup>; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data

---

<sup>3</sup> This will be the basis for release of funding for the second year of implementation.

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-responsive*<sup>4</sup> *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

---

<sup>4</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

### **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 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**

**(a) The United Nations Development Programme (hereinafter referred to as "UNDP")**, a basic agreement governing UNDP assistance in the country, signed by both parties on 27 May 1976.

**(b) The United Nations Children's Fund (UNICEF)**, a basic cooperation agreement concluded on 12/08/2000

**(c) The United Nations Capital Development Fund (UNCDF)**, a country cooperation agreement concluded on 27 May 1976 with UNDP but applying mutatis mutandis to UNCDF activities and personnel in the Democratic Republic of the Congo.

**d) The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)**, a Standard Basic Assistance Agreement (SBAA) signed on 03 March 2017.

## D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

### Annex 1. List of related initiatives

<b>Name of initiative/project</b>	<b>Key expected results</b>	<b>Links to the joint programme</b>	<b>Lead organization</b>	<b>Other partners</b>	<b>Budget and funding source</b>	<b>Contact person (name and email)</b>
Strengthening institutional and human capacities to support the implementation of PDPs	Provincial capacities for steering and coordinating development are strengthened	Pillar 1	UNDP	KOICA	4,000,000	<a href="mailto:Etienne.de.souza@undp.org">Etienne.de.souza@undp.org</a>
Support to the Local Network of Global Compact in the DRC	The private sector is mobilized for the 10 principles of the Global Compact and is committed to SDOs.	Pillar 1	UNDP	Embassy of the Netherlands	100 000	<a href="mailto:Stephane.amani@undp.org">Stephane.amani@undp.org</a>
Support for the energy sector - MCH	Electrification in the DRC strengthened by the establishment of micro-hydro power plants; availability of data for investors in the energy sector	Pillar 1	UNDP	Ministry of Energy	3500000	<a href="mailto:Stephane.amani@undp.org">Stephane.amani@undp.org</a>

Support to the national financial Inclusion Roadmap implementation (JP ACTIF)	A significant reduction in financial exclusion, contributing to the achievement of the DRC SDGs	Output 1: By 2021, A strategic policy framework, evidence and catalytic tools conducive to increasing the financing potential of the SDGs in place.	UNCDF	UNDP Sweden	5,000,000	Monah.andriambalo@uncdf.org
Support to the national financial Inclusion Roadmap implementation (JP ACTIF)	A significant reduction in financial exclusion, contributing to the achievement of the DRC SDGs	Output 1: By 2021, A strategic policy framework, evidence and catalytic tools conducive to increasing the financing potential of the SDGs in place.	UNCDF	UNDP Sweden, KFW, WB	5,000,000	Monah.andriambalo@uncdf.org
Multi-disciplinary and inter-institutional seminar for provincial institutions	Developing sectoral programs related to the various social aspects discussed during the workshops in order to contribute to the achievement of the SDOs; Executing more	Pillar 1 and 2: Capacity-building for provincial deputies on Gender-sensitive budgeting	UNDP	UN Women, OHCHR, UNFPA, UNESCO	707.495 USD	Catherine.Odimba@unwomen.org

	effectively, in a more gender-sensitive manner, their roles and responsibilities within the framework of decentralization;					
Public finance for children in DRC	Improve efficiency and effectiveness of Government resources to vulnerable populations including children, women	Linked to pillar 2	UNICEF	None	1,000,000	Ousmane Niang: oniang@unicef.org

## Annex 2. Results Framework (UNICEF)

### 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 <sup>5</sup>	1/2	1.5
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>6</sup>	1/2	1.5

**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)	0	2

<sup>5</sup>Additional resources mobilized for other/ additional sector/s or through new sources/means

<sup>6</sup>Additional resources mobilized for the same multi-sectoral solution.

4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>7</sup>	0	2
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	2

### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>8</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
  
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
  
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
  
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

<sup>7</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>8</sup> Annual survey will provide qualitative information towards this indicator.

## 2.2. Joint programme Results framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1 An enabling environment in place in DRC to leverage additional financing to accelerate SDG achievement					
Outcome 1 indicator: Multisectoral financing strategies involving public, private sector and covering PNSD priority sectors (health, education, agriculture, gender, energy) in place and implemented	0	draft	Yes	Strategy document	Ministère du Plan
Output 1.1 By 2021, A policy, legal and strategy framework as well as innovative and catalytic tools in place to support expansion of SDG financing					
Output 1.1 indicator: # financing tools and mechanisms (dialogue, partnership) in place	1	2	2	Meeting reports	Ministry of Planning
# evidence generated (DFA and feasibility studies) to support decision making	0	1	1	Study report	Ministry of Planning
Output 1.1 indicator # multisectoral financing strategies finalized and adopted	0	1	2	Strategy document	Ministry of Planning
Output 1.2: By 2021, an increased fiscal space at national and provincial level is achieved through a strengthened efficiency and effectiveness of public expenditures					
Output 1.2 indicator A gender-sensitive fiscal space analysis with simulation of options to expand disseminated	0	1	0	Study report	
Output 1.2 indicator # Programmatic gender sensitive tools (GSB, PBB, MTEF, PIA) developed and implemented at national and provincial levels	0	1	4	Budget document	Ministry of Planning



### Annex 3. Gender marker matrix

<b>Indicator</b>		<b>Score</b>	<b>Findings and Explanation</b>	<b>Evidence or Means of Verification</b>
<i>N°</i>	<i>Formulation</i>			
1.1	Context analysis integrate gender analysis	<b>1</b>	Women are likely to disproportionately benefit from investments in social sectors. Their specific needs and potential contributions should be clearly spelt out.	Concept Note
1.2	Gender Equality mainstreamed in proposed outputs	<b>2</b>	One out of two key outputs clearly captures gender equality. The proposed fiscal space analysis does not clearly mention a gender-differentiated impact analysis.	Concept Note
1.3	Programme output indicators measure changes on gender equality	<b>2</b>	One key indicator clearly captures that gender equality is significantly mainstreamed into the broader work planned.	Concept Note
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>2</b>	The Ministry of Gender will play an active role in the project implementation.	Concept Note
2.2	PUNO collaborate and engage with women's/gender equality CSOs	<b>1</b>	Women's associations will be targeted as per the communication plan in order to mobilise civil society for SDG Financing. The Ministry of Gender is included in activities. However, main counterparts are the Ministry of Finances and Ministry of Planning.	Concept Note
3.1	Programme proposes a gender-responsive budget	<b>1</b>	The budget includes 10% for gender mainstreaming undertaken by UN Women.	Concept Note
<b>Total scoring</b>		<b>2</b>		

#### Annex 4. Budget and Work Plan

Output	Annual targets		List of activities	Timeframe								Budget			PUNO involved
	2020	2021		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Joint SDG fund (\$)	PUNO Contributions (\$)	Total cost (\$)	
Output 1. By 2021, A policy, legal and strategy framework as well as innovative and catalytic tools in place to support expansion of SDG financing	Completed DFA and financing strategy	tools developed and instruments in support of business environment	Conduct the DFA and formulate the financing strategy									\$100,000	\$20,000	\$120,000	UNDP UNICEF UJNCDF UN Women
			Promote the PPP to accelerate financing of catalytic projects at national and province levels with a focus on women									\$100,000	\$-	\$100,000	UNICEF UNDP UNCDF UN Women
	A PPP strategy and action plan targeting high impact projects		Develop and implement at national and province level development aid coordination and management tools and mechanisms										\$60,000	\$20,000	\$80,000

			Support policy and advocacy / dialogue to promote private sector and community investment (focus on women entrepreneurs hip)								\$100,000	\$30,000	\$130,000	UNICEF UNDP UNCDF UN Women
		Updated the legal framework to create incitation and promote inclusive financing	Support / Update the legal framework to create incitation and promote inclusive financing climate financing and investment in social sectors								\$60,000	\$-	\$60,000	UNICEF UNCDF UNDP UN Women
<b>Total Output 1</b>											\$420,000	\$70,000	\$490,000	
Output 2: By 2021, An increased fiscal space at national and provincial	Conducted trainings on usage of programming tools (PBB, PAP, MTEF) in cluding 4 provinces		Train national and local actors in result-based programming, budgeting and local resource mobilisation								\$100,000	\$30,000	\$130,000	UNDP UNICEF UNCDF UN Women



<b>Total Output 2</b>									\$ 580,000	\$ 130,000	\$710,000	
<b>Total Programme</b>									\$1,000,000	\$ 200,000	\$1,200,000	

#### 4.1 Budget per UNSDCF categories

	Budget	Percentage
<b>UNSDCF Axe 2</b> : Croissance économique inclusive, développement agricole, capture du dividende démographique, protection et gestion durable des ressources naturelles.	\$1,200,000	100%
<b>Effet 2.1</b> : D'ici 2024, les populations congolaises jouissent d'une croissance économique inclusive durable portée par la transformation agricole, la diversification économique ouverte aux innovations et à la promotion de l'entrepreneuriat des jeunes et des femmes	\$1,200,000	

#### 4.2 Budget per SDG targets

Goal	Indicator	Budget share (%)	Budget (\$)
<b>Goal 1. End poverty in all its forms everywhere</b>		<b>41%</b>	<b>\$492,800</b>
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	1.a.2 Proportion of total government spending on essential services (education, health and social protection)	30%	
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	1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups	19%	
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development		59%	<b>\$708,000</b>
		35%	

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source,		
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	17.17.1 Amount of United States dollars committed to public-private and civil society partnerships	24%	
<b>Total</b>		100%	1,200,000

### 4.3 Work plan

Output	List of activities	Timeframe								PUNO involved	Implementing Partner
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Output 1. By 2021, A policy, legal and strategy framework as well as innovative and catalytic tools in place to support expansion of SDG financing	Conduct the DFA and formulate the financing strategy									UNDP UNICEF UNWOMEN	MOF/Min Plan
	Promote the PPP to accelerate financing of catalytic projects at national and province levels with a focus on women									UNDP UNCDF UNWOMEN	Min Industry/Min SME
	Develop and implement at national and province level development aid coordination and management tools and mechanisms									UNDP UNICEF UNCDF	Min Plan and Provinces
	Support policy and advocacy / dialogue to promote private sector and community investment (focus on women entrepreneurship)									UNDP UNCDF UNWOMEN	Min Industry/Min SME / private sector COMPACT

	Support / Update the legal framework to create incitation and promote inclusive financing, climate financing and investment in social sectors									UNICEF UNCDF UNDP	Min Industry/Min SME / private sector COMPACT
Output 2: By 2021, An increased fiscal space at national and provincial level is achieved through a strengthened efficiency and effectiveness of public expenditures	Train national and local actors in result-based programming, budgeting and local resource mobilisation									UNDP UNICEF UNWOMEN	Min Plan/ Min Budget Provinces
	Conduct series of studies including a fiscal space analysis, a comprehensive PER as well as advocate to national and local Government on options to increase fiscal space									UNDP UNICEF UNWOMEN	Min Plan/ Min Budget Provinces
	Support the piloting and scaling up of planning and programming tools (MTEF, PBB and PAP and budget monitoring tools) at national and select 4 provinces with a focus on priority sectors									UNDP UNICEF UNWOMEN	Min Plan/ Min Budget Provinces



## Annex 5. Risk Management Plan

Key factors that could affect the implementation of the Joint Programme are laid out in the table below. There are several institutional factors that are beyond the programmes control such as sudden insecurity in the target provinces, epidemics like Ebola and the current Coronavirus pandemic, if it takes 3 more months, and possible political changes leading to re-prioritization of the government agenda which might affect the commitment to deliver the programme. For Coronavirus specifically if mitigation measures taken in DRC such as state of emergency and “social distancing” etc. will continue for the next few months, this will greatly impact a possible start of implementation. Also, the fallout of the pandemic could severely hamper the macroeconomic situation. That’s why UNDP and UNICEF are partnering with World Bank, African Development Bank and IMF to conduct comprehensive studies that will guide Government and other stakeholders on best ways to manage and mitigate impact of COVID19.

The Joint Programme endeavors to safeguard the UN principles and purposes to ensure all are on board in the implementation processes to avoid contravention of its guiding principles. The implementation of this Joint Programme does not pose reputational risks to the UN as the UN has a clear mandate to ensure for a rights-based approach to programming and Leaving No One Behind which is what the joint programme is proposing.

<b>Risks</b>	<b>Risk Level:</b> (Likelihood x Impact)	<b>Likelihood:</b> Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	<b>Impact:</b> Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	<b>Mitigating measures</b>	<b>Responsible Org./Person</b>
<b>Contextual risks</b>					
Insecurity and instability	12	3	4	The joint programme implementation will focus the national level and at provincial level, a gradual implementation will be followed starting with provinces with high potential and where replicable results can be made. Also, the	Government

				consortium will ensure that the provided support is in line with ongoing security and peace building efforts.	
Coronavirus outbreak and impact as well as other epidemic outbreaks in DRC such as Ebola in the target provinces	20	4	5	<p>UNDP and UNICEF are partnering with World Bank, African Development Bank and IMF to conduct comprehensive studies that will guide Government and other stakeholders on best ways to manage and mitigate impact of COVID19.</p> <p>For other epidemics, UNICEF is the frontline with WHO to support Government to put in place an early warning system as well as preventive measures that will limit future expansion of Ebola.</p>	Government, UNDP, UNICEF
Budget constraints can limit Government's ability to provide its contribution as well as take over some of the actions and reforms planned in the programme	9	3	3	With the endorsement joint programme by the Ministry of planning, the consortium will work towards an inclusion of the interventions in the budget. In the short run most of funding will be covered by the consortium but a	Ministry of Budget, Ministry of Planning, UNDP and UNICEF

				mechanism will be in place to ensure easy scaling up through Government budget. The joint programme will also leverage on other partners supports.	
<b>Programmatic risks</b>					
Weak interest and collaboration of private sector	12	3	4	Programme has planned to strengthen sensitization of private sector as well as strengthening the PPP dialogues. Le programme will also maximize on using policy advocacy as well as leveraging on Government capacities to create an enabling environment for good participation.	UNICEF, UNDP and UNCDF
Weak interest of Government in increasing expanding fiscal space due to budget tensions	12	3	4	The fiscal space analysis will be accompanied with feasibility studies in order to provide evidence to Government on areas where budget adjustments are possible	Ministry of Planning, Ministry of Budget, UNDP, UNICEF
<b>Institutional risks</b>					
High Government staff turnover	6	3	2	The promotion of Government ownership will be a key strategy to ensure sustainability of the actions. In addition, the tools will be aligned with the public sector	Ministry of Planning

				and finance reforms engaged by Government so that the necessary system will be in place to ensure continuity	
Fiduciary risks					
No					

## Annex 6. Communication plan

### 1) Overall narrative of the joint programme

#### **Financing PNSD Priority Sectors**

The United Nations through the Joint Programme titled '**Create an enabling environment to leverage additional financing to accelerate SDG achievement**' is supporting the Government of DR Congo to design and implement an SDG financing strategy to enhance public-private partnerships and to extend its fiscal space.

The DRC has just updated its National Strategic Development Plan (PNSD), that is well adapted to the SDGs. The government's declared priority is to leverage national and international financial resources to ensure the plan's implementation. However, the DRC's capacities to leverage domestic finance and foreign investments remain weak, and its financial flows remain largely opaque.

That is why the joint programme aims to support the DRC to enhance evidence generation and to create the conditions and the environment to catalyze public and private investment and financing towards the priority sectors of the PNSD.

The Joint Programme will communicate the following narratives:

Businesses gain from investing in the SDGs. Investing in SDGs leads to greater stability for doing business, increased prosperity, a more dynamic and competitive society and a more productive workforce. At the same time, mobilizing and channeling finance to SDG sectors is a necessary but not a sufficient condition for success. To maximize private sector contributions to the 2030 Development Agenda, policy measures need to be put in place to increase the sustainability dimension of investments, for example, environmental targets and employment legislation, or performance requirements in sensitive sectors.

Investing in the SDGs is a win-win-situation for the government and its citizens. Trust in the governments capacity to leverage national and international finance and to deliver on national developmental priorities increases citizen trust and social cohesion. In addition, creating a public financial system that works for women, will generate disproportionate development gains, e.g. because women on average invest more into their children's education and if enabled to participate actively within the society generate additional growth through a more dynamic workforce.

### 2) Strategic approach to key audiences

#### Government of DR Congo (national and provincial)

The Government of DR Congo – through the Ministry of Planning – is responsible for delivering on the PNSD. The government's buy-in and political will is conditional for the success of the Joint Programme. The Joint Programme will specifically seek to influence government's processes in policymaking and resource allocation by demonstrating the potential gains of inclusive development.

The advocacy function in support of the Joint Programme plans to leverage study tours by legislators and executive courses to build their capacities. The legislators will also be encouraged to participate in national and international SDG Financing conferences.

Provincial governments are increasingly establishing their own complementary interventions and development plans besides the national initiatives plugging locally identified gaps.

### Media

National and international media are uniquely placed to widely disseminate leanings and evidence gathered including publicly celebrating achievements of key milestones. Through the media, the Joint Programme will educate and sensitize various publics ranging from lawmakers to the general public including the vulnerable groups that will eventually be reached through the identification of new financial flows for SDG achievement.

The joint programme will leverage on opportunities to capacity build the media fraternity to ensure they report accurately on SDG achievement in the country. The joint programme will work in close collaboration with the "One UN Communication Team" that has built up strong relations with local media platforms that can support the promotion of transparency in government expenditures and the importance of leveraging domestic finance for the SDGs.

### Partners, civil society organizations, development agencies

All partners committed to the UNSDCF will be mobilized to support advocacy efforts and mobilization of resources. A specific focus will be given to private sector organization and CSO directly involved in the SDG financing framework.

### Donors governments

The Joint Programme has been made possible through the more than 20 donors financing the SDG fund. Their support and advocacy weight is critical in advocating for increased and ring-fenced government funding for sustainability.

To enhance partnership and synergies, the existing donor forums will be utilized to advance the SDG agenda. The Joint Programme will also package key messages, achievements and contributions in line with the donor priorities and reporting against the progress and achievements to the SDG indicators.

## 3) Objectives of strategic communication plan

### **Strategic Objectives**

1. Raise awareness of the benefits of SDG Financing among decision makers, lobbyists and the general public

Indicator: Public support for SDG Finance through domestic and international resources

*Data source: Media monitoring and events*

2. Strengthen partnership with local media and international media in DRC while building skills and knowledge base to improve reporting on SDG finance

Indicator: Number of positive media reports in local and international channels

*Data source: Media monitoring and events*

3. Contribute to policy uptake, implementation and dissemination at both national and county governments levels

Indicator: Policy messages disseminated

*Data source: Communications products focused on policies*

4. Support resource mobilization and strengthen donor and private public partnerships

Indicator: Acknowledgements, participation and representation, and where possible visual signage

*Data source: Fundraising and visibility reporting*

#### 4) Main activities

UNDP will be the overall lead for monitoring and reporting on the communication plan. Each PUNO has budgeted proportionately to cover their own activities in this area.

Note: Budget allocation for two-year period covering monitoring, reporting and learning – USD 50,000.

#### **Media engagements**

Sub-activities: Briefings, News releases, Advisories and interviews (in-studio), Op-Eds, TV engagements.

Opportunities: Deliberations on the new financial law in September 2021

#### **Social media productions - develop and cross-share posts**

Sub-activities: Explainer videos, advocacy to-camera videos, Lives (live tweeting, Facebook live)

Harness followers existing accounts

#### **Printing and publishing**

Design, layout, printing policy briefs, Infographics, Special reports and Annual reports

#### **Donor events, visibility and branding**

Events marking milestones, e.g. new financial law in September 2020

#### **Audio-visual productions**

Pre, during and post-production of audio visuals for publics, edutainment products, awareness raising products

## **Annex 7. Learning and Sharing Plan**

### **1) Strategic approach to learning and sharing**

Learning and knowledge sharing are central to the joint programme. The core strategy is to develop an evidence base and concrete plans for to enhance sustainably SDG financing in DRC. The learning and development strategy will ensure that the design of activities closely fits with their needs including knowledge generation on areas that are a priority for them and it will ensure that they fully own the learning that the programme generates.

Government and private sector have benefited from development partners in the past of several learning and skills enhancement support. Despite these achievements, there are critical gaps in several areas particularly on SDG financing where the learning and development plan will help fill.

1. SDGs and SDG financing mechanisms
2. Public and private partnership enhancement:
3. Enhancing Innovation in the context of fragile state
4. Strengthening effectiveness and efficiency in public financial management and use of relevant tools
5. Public finance for children and gender responsive budgeting

Beyond trainings and skill/knowledge growth, the other dimension of capacity is that of the operational strength of key government institutions such as the Ministry of planning, Ministry of Finance, Ministry in charge of SME and the Chambres de Commerce and their counterparts at the province level. These institutions play a critical role enhancing fiscal space and improving the SDG financing through private sector and therefore should be supported to perform optimally. Progressively identifying their capacity gaps and formulating measures to bridge the gaps is thus an essential element in the efforts to increase domestic financing of SDGs in DRC.

There is an established understanding that there remains a need to develop a Monitoring, Evaluation, Resolution, and Learning (MERL) framework for the SDG sector and the Ministry of Planning will be supported in the process of establishing a sector wide MERL framework which will consist of sector indicators related to SDG financing, joint work plans, performance monitoring plans, reporting guidelines, reporting tools, and results frameworks.

### **2) Objectives of learning and sharing**

Objectives <sup>9</sup>	Indicators	Measurement of progress
1. Improve knowledge management, promote learning and encourage innovation	1.1 Presentations of JP evidence, best practices. 1.2 Use of innovative tools to share knowledge in digestible forms.	Meeting minutes Copies of presentations Use of social media to share knowledge and evidence
2. A common understanding and application of Key concepts and strategies for SDG financing at	2.1 Number of training workshops at national and province levels.	Meeting minutes Workshops Briefings

<sup>9</sup> To ensure synergy these draw heavily on the SP CoP objectives.



the national and select provinces	2.2 Evidence of joint learning between national and county levels	Use of social media to share knowledge and evidence
3. Contribute to the availability of evidence, knowledge and best practices SDG financing.	3.1 Number of legislations, policy amended. 3.3 Fiscal options for financing SDGs presented 3.3. Number of Experience sharing between provinces	Documents

**3) Main activities**

UNDP DRC as the lead agency for the joint programme will have overall responsibility for monitoring and reporting on the learning and knowledge management plan and will be the focal point amongst the PUNOs. The key activities for this programme:

1. Dissemination of the Development Financing Assessment and efficiency and effectiveness studies which will be opportunities to train Government staff and other partners at national and province level
2. Training of Government staffs at national and province level on the planning and budgeting tools including gender responsive and child responsive budgeting concepts
3. The dissemination of the SDG Financing There will be several other key activities such as capacity building, workshops, knowledge sharing, research and meetings.
4. Training of PPP members at national and province level on SDGs, SDG financing
5. Cocreation and development at province level of SDG sensitive action plans involving Private Sector organization, CSO and Government

Activity	Key target group	Lead agencies
Policy advocacy and Dissemination and knowledge sharing from DFA	Ministry of Planning, Ministry of Budget Ministry of Finance, Presidency, Sector Ministries, Ministry of SME, Private Sector PPP members, Select provinces	UNDP, UNCDF
Policy advocacy and dissemination of Efficiency studies (PER, Fiscal Space Scenarios)	Ministry of Planning, Ministry of Budget Ministry of Finance, Presidency, Sector Ministries, Select provinces	UNDP, UNICEF, UNWOMEN
Trainings to include child and gender responsive budgeting	Ministry of Planning, Ministry of Budget Ministry of Finance, Presidency, Sector	UNICEF- UNWOMEN

	Ministries, Select provinces	
Training of PPP members at national and province level on SDGs, SDG financing	Ministry of Industry, Ministry of SME, Private sector organizations, Private Sector, Chambre de Commerce, Select Province	UNCDF, UNDP
Cocreation and development at province level of SDG sensitive action plans	Chambre de Commerce, Select Province, Ministry of Industry, Ministry of SME, Ministry of planning, CSO working on ESR, Private sector organizations, Private Sector	UNDP, UNICEF, UNWOMEN and UNCDF

**SIGNATURE PAGE**

<p><b>Resident Coordinator,</b></p> <p><b>Name: David McLachlan-Karr</b></p> <p>Date <i>26/03/2020</i></p> <p>Signature </p>	<p><b>National Coordinating Authority</b></p> <p>République Démocratique du Congo, Ministère du Plan</p> <p><b>Name of representative: Mr Daniel EPEMBE MOSANGO, Secrétaire Général</b></p> <p>Date <i>26 MARS 2020</i></p> <p>Signature and seal </p>
<p><b>Participating UN Organization</b> (lead/convening)</p> <p>Name of PUNO: UNDP </p> <p>Name of Representative: <b>Sam Dominic,</b></p> <p>Date <i>25/3/2020</i></p> <p>Signature and seal</p>	
<p><b>Participating UN Organization</b></p> <p>Name of PUNO: UNICEF RDC</p> <p>Name of Representative: <b>Edouard Beigbeder</b> </p> <p>Date </p> <p>Signature and seal </p>	
<p><b>Participating UN Organization</b></p> <p>Name of PUNO: UNCDF</p> <p>Name of Representative: <b>Judith Karl,</b> Executive Secretary</p> <p>Date: <i>9 March 2020</i> </p> <p>Signature and seal : </p>	
<p><b>Participating UN Organization</b></p> <p>Name of PUNO: UNWOMEN</p> <p>Name of Representative: <b>Awa Ndiaye Seck</b></p> <p>Date </p> <p>Signature and seal: </p>	

*✓*