

Joint Programme Document

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**Support for the development of an Integrated
National Financing Framework for the SDGs in Cuba**

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A. COVER PAGE

1. Fund Name: Joint SDG Fund
(NATIONAL) SDG FINANCING ARCHITECTURE

2. MPTFO Project Reference Number

3. Joint programme title

Support for the development of an Integrated National Financing Framework for the SDGs in Cuba

4. Short title

INFF for SDGs in Cuba

5. Country and region

CUBA, Latin America

6. Resident Coordinator

Consuelo Vidal-Bruce, consuelo.vidal@un.org

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8. Government Joint Programme focal point

Ministry of Economy and Planning (MEP), which presides over the National Group (NG) for the Implementation of the 2030 Agenda for Sustainable Development in Cuba (Susset Rosales Vázquez, susset@mep.gpb.cu)

9. Short description:

The joint programme is aimed at contributing to the development of an **Integrated National Financing Framework (INFF)** for the SDGs as a tool for planning, defining and evaluating gender-sensitive financing policies useful to improve their effectiveness and promote resource mobilisation for the SDGs.

Expected results include helping the country evaluate the current financing architecture for the SDGs in Cuba, identify additional potential resources needed to accelerate their implementation, and design a policy framework for SDG financing, articulated and aligned with national sustainable development priorities and the Addis Ababa action areas. There will be strengthened mechanisms for reviewing and monitoring the impact of SDG financing and institutional capacities, as well as improved mechanisms for governance and coordination of SDG financing policies.

10. Keywords:

Cuba, INFF, SDG Financing, Budget

11. Overview of budget

Joint SDG Fund contribution	USD 800 000.00
Co-funding:	USD 91 860 (CEPAL: USD 62,730 PNUD: USD 29,130)
TOTAL	USD 891,860.00

12. Timeframe:

Start date	End date	Duration (in months)
June 2020	June 2022	24

13. Gender Marker:

Overall score: 1.83, see details in Gender Marker Matrix annex page 41-44

14. Participating UN Organizations (PUNO) and Partners:**14.1 PUNO**

- Convening agency: ECLAC, *Beteta, Hugo, Director Sub-regional Office, ECLAC, hugo.beteta@cepal.org* (521) 5554125238 Other PUNOs: UNDP, PNUD- Bauza, Soledad, Representante Residente Adjunta, soledad.bauza@undp.org, (537) 204 1493

14.2 Partners

- National authorities:
 - o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning. Susset Rosales Vazquez. susset@mep.gob.cu, (53) 52803760
 - o Ministry of Finance and Prices (MFP). Jorge Matos jorged@mep.gob.cu
 - o Central Bank and Commercial Banks. Ileana Estevez ileana.estevez@bc.gob.cu (53) 52809766
 - o Ministry of Foreign Trade and Investment (MINCEX). Carlos Fidel Martin carlosfidel@mincex.gob.cu, (53)52865373

SIGNATURE PAGE (see attached document)

B. STRATEGIC FRAMEWORK**1. Call for Concept Notes: [SDG Financing \(2/2019\) – Component 1](#)****2. Programme Outcome [pre-selected]**

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

3. UNDAF Outcomes and Outputs

Outcome 2: Nationally prioritized strategic sectors achieve higher levels of economic productivity and rational use of human potential through diversification, technological modernization and innovation.

Output 2.4: The capacities of key institutions and stakeholders to manage sources of financing, including FDI, are strengthened.

Outcome 1: National and local governments and institutions implement sustainable, equitable and inclusive comprehensive territorial development strategies within the framework of the decentralization process.

Output 1.2: Strengthened capacities, access to innovation and new technologies available at the national statistical system for the coordination and generation of national and territorial disaggregated and gender-sensitive information on the transformations of the economic and social model and population dynamics.

4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

SDG 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

17.1 Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

17.3 Mobilise additional financial resources for developing countries from multiple sources.

17.14 Enhance policy coherence for sustainable development.

17.18 By 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

Other SDG targets: 1.4, 1.a, 3.c, 5.a, 8.3, 8.10, 9.3, 9.c, 10.5, 10.6, 10.b, 11.c, 15.a, 15.b, 17.4, 17.5, 17.19

3.2 Expected SDG impact

In a context of substantial financial restrictions on sustainable development in Cuba, development financing plays a strategic role in implementing the 2030 Agenda. The proposal, by developing an integrated financing framework for the SDGs, aligned with the 2030 National Economic and Social Development Plan, will directly help the country meet, by 2030, critical SDG 17 targets regarding domestic resource mobilisation, additional financial resources from multiple sources, debt sustainability, investment promotion, policy coherence, and statistical capacities to advance the 2030 Agenda in the country. It will thus be gender-sensitive and accelerate the achievement of several SDGs in which financing as a means of implementation is key to the implementation of the Addis Ababa Action Agenda (AAAA) by aligning financial flows and policies with economic, social and environmental priorities.

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

In Cuba, the 2030 Agenda is directly integrated into the National Economic and Social Development Plan (PNDES 2030). Its objectives are formally aligned with

SDG targets. The PNDES objectives that are most relevant to this proposal include the following¹:

- Expanding and diversifying the sources of medium- and long-term external financing, in keeping with the development needs of the country, ensuring debt sustainability (Guiding Principle 16).
- Strengthening a reliable, efficient and effective financial system that encourages the generation of savings, channelling them to productive development in a timely manner, and ensuring the financial sustainability of the structural transformation process (Specific Objective 9, Area 1).
- Achieving more effective participation in international financial markets for the purpose of maintaining, expanding and diversifying sources of external financing in the medium and long terms to ensure a sustainable debt level (Specific Objective 13, Area 2).
- Establishing a flexible financing strategy to develop the country's infrastructure, based on expanding and diversifying internal and external sources of medium and long term financing (Specific Objective 14, Area 3).

Additionally, the National Group for the Implementation of the 2030 Agenda has explicitly set in the 2020 Action Plan the priority to establish financial mechanisms for the implementation of the 2030 Agenda, whose activities are aligned with this JP proposal.

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

In a context of exclusion from key international financial markets and institutions, conditioned by the economic, commercial and financial blockade of Cuba by the Government of the United States of America, there is an important limitation on financial resources for the implementation of the 2030 Agenda in the country. In particular, challenges are highlighted associated with the limited diversification and articulation of sources and financing instruments, the investment process and the management of other sources of financing, insufficient capacities and/or mechanisms in place to make gender finance visible and accountable, low accuracy in the amount and insufficient assessment of the effectiveness of resources assigned to SDGs, need for greater articulation of financing policies and limited domestic foreign exchange financing capacity.

The idea is to find new sources of financing, strengthen capacities to access innovative financing mechanisms that can have a positive impact on economic and social development at the national and local levels, and devise effective mechanisms for mobilising domestic resources and accountability for SDG financing. As a potential accelerating factor for development financing and a means for the implementation of SDG 17, this INFF will play a strategic role for the country to achieve SDG targets articulated with the 2030 National Economic and Social Development Plan.

7. Trans-boundary and/or regional issues

In the current international environment, a restricted access to financing limits the implementation of the 2030 Agenda and the achievement of the SDGs in Cuba.

¹ Source: Bases for the 2030 National Economic and Social Development Plan: Vision of the Nation, Strategic Areas and Sectors (June 2017); 2020 Action Plan, National Group for the Implementation of the 2030 Agenda (January 2020)

Political changes in partner countries of the region have a negative impact on the stability of economic and financial relations that are crucial to the country.

There is a low level of integration of Cuba into regional and sub-regional financing mechanisms and development strategies or trade schemes in the banking, commercial and financial spheres. The country is a member of the Central American Bank for Economic Integration (CABEI) and the Bank of ALBA, and has signed a memorandum of understanding with the Andean Development Corporation (ADC). AFD is the first OECD development bank to provide financing for programmes that seek to promote rural development, renewable energy, etc. Although Cuba is a member of organizations that promote concerted action, policy-making and integration schemes on regional development issues, such as ALADI, CELAC, ALBA, ECLAC and CARICOM, apart from some coordination in tariff rules, the impact on trade is relatively low because regional trade flows are mostly developed under intergovernmental agreements.

The country has an international integration mechanism that is different from that of its neighbouring countries in the Caribbean, where the United States accounts for 80 per cent to 90 per cent of trade, investment, tourist and financial flows. Cuba's markets are also different (European Union, Canada, Russia, and China). Geographical distance leads to higher transport, freight, insurance and transaction costs. Exports concentrate heavily on a few products and are mostly of low added value, thereby reducing Cuba's development financing capacity.

South-South cooperation (SSC) has been an essential component in the country's foreign policy. At many international forums, Cuba has ratified its active commitment by leading various projects among countries of the South, with special emphasis on Caribbean and African nations. For its permanent activism, the country has been recognized by more than a few international and national institutions, becoming one of the regional benchmarks for cooperation. Cuba has provided collaboration to 186 countries under domestic and foreign actions. Many of them have had a direct impact on the SDGs in recipient countries. From a thematic point of view, social interventions with an impact on the SDGs - health and education - account for more than two thirds of SSC actions. The other third has to do with areas such as risk management, disaster prevention, and agriculture.

Foreign direct investment (FDI), which is considered one of the main sources of regional financing, plays a key role in helping strengthen the national capacity to generate financial resources by promoting exports and replacing imports. In addition to attracting productive resources, FDI leverages processes, supporting capacity-building, technology transfer, higher efficiency based on reducing intermediaries, etc. However, foreign investment flows to Cuba still exhibit rates below the minimum levels necessary for sustainable economic revitalization.

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

The country faces severe limitations on access to financial resources for the implementation of the 2030 Agenda, as a result of its exclusion from key international financial markets and institutions, associated with the economic, commercial and financial blockade of the Government of the United States of America. In addition, Cuba does not have an inter-

agency, articulated, development finance mechanism with SDG orientation. Added to this, is the limited diversification and articulation of sources and financing instruments, the low accuracy in the quantity and the low assessment of the effectiveness of resources for the SDGs, the need for greater articulation of SDG policies financing and limited domestic foreign exchange financing capacity. There is also limited experience in implementing mechanisms to make it better visible and accountable with a greater level of detail and accuracy about the funding for gender equality and women's empowerment, which was evidenced in the newly concluded SDG 5 audit.

Despite the restrictive conditions under which SDG-oriented development policies are being implemented, the country has a demonstrated record in social areas and ensures progress in the implementation of strategic environmental policies. Since 2011, the authorities have been promoting profound transformations under a process seeking to update the economic and social model. A milestone in this process is the 2030 National Social and Economic Development Plan (PNDES), into which the 2030 Agenda for Sustainable Development has been integrated, aligning SDG implementation with national development priorities in this period.

The problem of development financing is explicitly addressed in five of the six strategic areas defined in PNDES 2030 and in its specific objectives. Other strategic documents, such as the Economic and Social Policy Guidelines, meet these challenges as part of their priorities.

In this context, the authorities are working to address specific challenges associated with the domestic situation in external finance, such as growing imbalances in the balance of payments, external debt servicing, unfavourable changes in debt structure, insufficient international reserves, limited access to international capital markets, and concentration of sources of funding by origin and type of instrument, which make external vulnerability all the more complex. Although Foreign Direct Investment (FDI)² is promoted, it is not possible to attract the amounts needed to revitalize the economy, since the agreements reached will not make such resources available in the short term. Additionally, the domestic savings capacity is also limited by national structural problems associated with the management model and obsolete production technology and infrastructure. The latter are associated with severe financial restrictions for several decades.

This is exacerbated by external restrictions that have in the last 12 months become even more complex, with a direct negative impact on foreign investment flows and international financial transactions.

Against this background, there is a need to work to address gaps associated with the ability to mobilise domestic resources, restrictions to channel external savings considering the high country risk, the changes that have occurred in development financing in recent years, with the emergence of new stakeholders, mechanisms and sources of financing³, and the need for government interventions that tap and enhance all available sources of financing in a consistent and integrated manner.

² The Portfolio of 2019-2020 Cuban Business Opportunities contains 460 projects in an amount of 11,725 million dollars. Statement by Rodrigo Malmierca, Cuban minister of Foreign Trade and Investment at the 37th Havana International Trade Fair (FIHAV 2019)

³ While they expand the range of financing options, they increase the complexity of this architecture and make the necessary coordination and consistency to ensure steady flows more difficult. This complexity is particularly significant in the case of innovative financing mechanisms and climate funds, which require greater clarity regarding development goals, sources of financing, and terms of use and access.

Consequently, the availability of resources for development financing in Cuba is one of the bottlenecks for the implementation of the 2030 Agenda in the country.

The “National Group for the Implementation of the 2030 Agenda,” which coordinates and articulates actions for SDG implementation, has in its *2020 Action Plan* prioritized, among other six major milestones, *the establishment of financial mechanisms for the implementation of the 2030 Agenda*.

Support for the establishment of a gender-sensitive **Integrated National Financing Framework (INFF)** will help the authorities address these challenges, articulating financing policies within a consistent framework that facilitates the identification of resource gaps, existing opportunities and restrictions, and aligning financing needs with the national development priorities contained in the 2030 National Economic and Social Development Plan. This will enhance the effectiveness of national policies and their cross-cutting functions in a wide spectrum of actions that encompass investment promotion, international integration, and access to various sources of development financing (SDGs 10 and 17), improve the performance of the state and non-state sectors (SDGs 8, 9 and 17), generate quality jobs, promote women’s participation in economic activity (SDGs 5 and 8) and territorial development, improve the institutional capacities of governments and key stakeholders and the economic planning and management model (SDGs 17 and 11), reduce macroeconomic distortions (SDG 17), and strengthen coordination mechanisms and statistical capacities for disaggregated, gender-sensitive data collection, at the national and local levels (SDG 17).

1.2 SDGs and targets

SDG 17. Partnerships for goals. Strengthen means of implementation and revitalize the Global Partnership for Sustainable Development.

Targets: 17.1, 17.3, 17.14, 17.18

Other targets: 1.4, 1.a, 3.c, 5.a, 8.3, 8.10, 9.3, 9.c, 10.5, 10.6, 10.b, 11.c, 15.a, 15.b; 17.4; 17.5, 17.19.

The source of information that will be used to measure the progress made by the programme will be the one available at the National Office of Statistics and Information of Cuba (ONEI), which is the main supplier of information to the National SDG Group. The country is working to finalize its SDG Indicators Framework to define baselines and goals. This framework is expected to be available in the first half of this year. Therefore, the baseline data and methods used to measure progress on SDG targets upon the completion of the programme will be taken from the official information that the authorities are now finalizing.

In addition, this joint programme is aimed at facilitating the strengthening of statistical capacities to measure and monitor SDG targets related to financing. The methodologies in use by ONEI will be applied, as will be other new methodologies, such as those contained in the Preliminary Draft Budget, Implementation and Liquidation and the “SDG Laboratory,” a technological and dialogue platform that seeks to strengthen alignment between the SDGs and the 2030 National Plan.

The centrepiece of the project is SDG 17, so its two-year term is expected to help strengthen the means of implementation and establish inter-agency mechanisms for sustainable development in the country, thereby facilitating the implementation of the 2030 Agenda.

While SDG 17 targets are grouped into specific categories related to *finance, technology, capacity-building, trade and systemic issues*, they tend to be mutually reinforcing and require a high degree of coordination at the global level. The project contributes in all cases to at least one - sometimes to several - of the targets contained in each category of SDG 17, which would make an important contribution to achieving the expected change.

The impact of this project outcome on the implementation of the 2030 Agenda in the country will be significant, since SDG 17 connects financial and non-financial means of implementation following the logic of the Global Development Finance Agenda (AAAA). Development financing requires financial and non-financial resources, such as technology transfer, equity considerations, capacity-building through the exchange of experiences and knowledge, and substantial changes in the structure of foreign commercial and financial integration of developing economies like that of Cuba, characterized by a high degree of openness and external vulnerability.

Additionally, due to the cross-cutting nature of development financing, the project will have a significant impact, as it will help make progress in leveraging resources to advance other SDG targets. This analysis enables to identify important links between the 2030 Agenda and AAAA, and structure in a more consistent manner the policy actions necessary for SDG financing, considering all the components that should be included in this policy framework.

The project has a considerable transformation potential, largely due to the fact that the country has always maximized the implementation of this type of programmes and also due to the high educational level of the population, which creates an enabling environment for the capacity-building required to establish and fully operate an integrated development financing system.

1.3 Stakeholder mapping and target groups

Key stakeholders for project implementation:

National stakeholders:

- Ministry of Economy and Planning (MEP): It presides over the National Group and will ensure SDG incorporation into the national economic development plans and strategies. It will also ensure the appropriate allocation of resources to meet this goal and coordinate the actions and activities related to the implementation of the 2030 Agenda.
- National Office of Statistics and Information (ONEI): It is the main supplier of information. It will be in charge of compiling all statistical information for the implementation of the 2030 Agenda and help prepare relevant reports.
- Ministry of Foreign Trade and Investment (MINCEX): It deals with international cooperation and development. It will provide valuable experience after having served as focal point for the implementation of the Millennium Development Goals in Cuba.
- Ministry of Foreign Affairs (MINREX): It is in charge of the political component. It will support MEP in coordinating information in this area. It will participate in the preparation of relevant national reports.

- **National SDG Group:** It is composed of officials and experts, as well as representatives of selected national entities that make up the PNDES 2030 Working Group.
- **Ministry of Finance and Prices:** It has the mission of proposing to the State and the Government the financial, budgetary, tax, accounting, treasury, equity, pricing and public credit policies, as well as those related to insurance and, once approved, lead and control compliance to improve the management and quality of public services.
- **Central Bank:** It is responsible for the regulation of the banking and financial system and for the appropriate operation of payment systems, acting as an issuing and executing entity for timely and reliable monetary policies to contribute to economic development in the country.

United Nations System (UNS):

- United Nations agencies (ECLAC and PNUD)

Other stakeholders benefit from and are active parties to the project. They include:

- Commercial banks, which strengthen their capacities and implement new, inclusive financial measures.
- Office of the Comptroller General of the Republic, which monitors information for the SDGs and National Plan implementation. It has been recognized for its experience in gender audits (including a recent SDG 5 audit).
- Provincial and municipal governments and territorial SDG groups (SDG Lab), which strengthen their capacities, and design and implement development plans applying a strategic vision.
- Academia / Universities (experts in the Cuban economy, development finance, and SDG issues). They play a role in transferring appropriate methods and good practices, providing advisory services, leading training processes, and contributing to promote innovation.
- Civil society organizations, particularly the Federation of Cuban Women (FMC) and its Centre for Women Studies, the Centre for Youth Studies (CESJ), the National Association of Economists of Cuba (ANEC), etc.
- Non-state sector, which will, on an inclusive basis, strengthen its partnership with the public sector, and is integrated into the SDG financing framework.

2. Programme Strategy

2.1. Overall strategy

The project aims to develop an **INFF** for the SDGs to provide an innovative approach for the development of financing in Cuba, by introducing a mechanism to enhance and align sources of financing, with sustainable development priorities identified in PNDES, which are aligned with the 2030 Agenda. Improvement of financing means are key under the process of updating the Cuban economic model. As result, planning & formulation of financing strategies, so as M&R, and coordination mechanisms will all be integrated helping to identify and overcome obstacles to financing.

In the context of serious external limitations, the JP will contribute to the formulation of financing policies, and facilitate access to new sources with innovative practices. The authorities can strengthen capacities to successfully access innovative financing mechanisms with a positive impact on economic and social development. Effective mechanisms for measuring the impact of SDG financing will also be supported. The visibility of specific financing for gender equality and women's empowerment as a transformational factor in favour of effective proposals that leave no one behind and reach first those most in need based on gender orientation, age and/or disability.

The country is excluded from international financial markets and institutions and has a limited capacity for domestic savings, current financing policies are largely based on administrative allocation mechanisms, mainly aimed at nationally prioritized large scale investments involving state stakeholders. The sources of financing will be integrated into an analysis framework to strengthen policy-making, facilitates access to new, innovative sources of funding, enhances national and local capacities, and include mechanisms for measuring the impact of SDG financing. INFF will cover financing of development programmes and the implementation of the 2030 Agenda under financial mechanisms that incorporate institutional and methodological innovations and good practices.

One key challenge to implementing the 2030 Agenda in Cuba involves development financing. The country has proven public policies concerning many SDGs. However, lack of financing, as a means for strategic implementation, limits progress in many areas. Consequently, removing barriers and capitalizing on financing opportunities play a key role in enhancing national capacities to fulfil international commitments by 2030 and maintaining the principle of leaving no one behind. INFF will help to identify financial gaps by SDG, favours decision-making to allocate resources more effectively towards SDG accelerators identified by the country. The JP will strengthen and enhance institutional financing capacities with a catalytic effect on strategic investments for the 2030 Agenda. The impact on SDG acceleration include four channels: 1- Mobilisation: Additional capital flows allocated to the SDGs (not just SDG 17), 2-Sustainability: Proportion of allocation associated with SDG criteria, 3-Financial additionality: Supply of finance to new areas, reducing uncertainty, 4-Higher financial effectiveness as a result of institutional strengthening and improvement of integrated financial policies

The UNS provide international experience on development financing, best practices for SDG M&R, technical assistance, transfer of methodologies, statistical and technological methods for SDGs implementation, so as innovative solutions to development financing. ECLAC and UNDP will be key partners providing the experience gained over decades working in the country for a smooth JP implementation.

The adoption of the UN Sustainable Development Cooperation Framework in the 2020-2024 period, begins a new cooperation cycle, formulated in close dialogue with government authorities, aligned with strategic national development priorities, around four strategic areas: *Effective Governance, Productive Transformation, Environment and Disaster Risk Management, and Human Development with Equity*. The JP *Supporting the development of an Integrated National Financing Framework (INFF) for the SDGs in Cuba* contributes to achieving the goals of the Cooperation Framework, contributes to **direct impact 2: Nationally prioritized strategic sectors achieve higher levels of economic productivity and rational use of human potential in cooperation area Productive Transformation**. This includes a specific output (2.4) in support of development financing. Additionally, given the cross-cutting nature of INFF, project results will have a significant impact on the areas of Effective Government, Human Development, and Equity.

Experiences from other UNS programmes and projects will benefit the JP implementation. ECLAC's experience will be particularly relevant, given its contribution to strategic issues such as the use of forecasting in the design of public policies, the development of statistical capacities, and cooperation on macroeconomic issues. Additionally, ECLAC provides regional experience in coherence /articulation between financing policies, in keeping with AAAA's strategic areas. UNDP has worked previously in the country, supporting projects for statistical capacity-building, bank modernization and SDG monitoring at the territorial level, highlighting the SDG Laboratory as an integrated platform for monitoring initiatives, plans and actions that contribute towards the SDGs. As for national priorities, external financing is explicitly addressed in five of the six strategic areas defined in PNDES 2030 and in its specific objectives. The JP is aligned with the *2020 Action Plan* of the "National Group for the Implementation of the 2030 Agenda," in eight strategic action areas within the section *Establishing financial mechanisms for the implementation of the 2030 Agenda*, and directly meets its strategic priorities.

The JP will be led by the Ministry of Economy and Planning (MEP), which presides over the National Group for the Implementation of the 2030 Agenda, composed of 39 national agencies and entities, five organizations and nine research centres, which are part of the implementing entities defined in 1.3 and will build upon the outcome generated by the National Group in the exercise of its functions (including voluntary national reports). There is support from the Cuban State and key agencies (The Ministries of Economy and Planning, Foreign Trade and Investment, Finance and Prices, and Central Bank), and at the National Group for the Implementation of the 2030 Agenda, on the purpose of strengthen the mobilisation of financial resources in support of the implementation of PNDES 2030 and the 2030 Agenda, as a strategic priority for Cuba.

Expected results, includes: 1-Devising integrated financing policy mechanisms for the implementation of the 2030 Agenda, 2-Improving financing management capabilities aligned with financial sustainability and SDG criteria, 3-Establishing enabling environments for business development and financial infrastructure, 4-Strengthening partnerships with international private stakeholders (DFIs: AFD, CABEI), 5-Building capacities to fill gaps identified in policies and mechanisms and by institutions, including social equity principles (making special emphasis on gender, population dynamics, and environmental sustainability).

After the JP is completed, Cuba will have an INFF that will articulate financing policies for the SDGs in a more consistent and effective manner. It will also have strengthened institutional capacities to seize opportunities or innovative mechanisms, domestic and foreign, for SDG financing. The SDG Lab mechanism will promote a more effective use of resources for the implementation of the 2030 Agenda.

2.2 Theory of Change

In a context of exclusion from key international financial markets and institutions, conditioned by the economic, commercial and financial US embargo, there is a significant limitation on financial resources for the implementation of the 2030 Agenda in the country. This situation is compounded by the absence of an articulated inter-agency mechanism for SDG-oriented development financing. In particular, there are challenges associated with limited diversification and coordination between financing sources and instruments, the investment process and the management of other sources of funding, lack of adequate capacities and/or implementation mechanisms for gender financing visibility and accountability, inaccuracy concerning the quantity and effectiveness of SDG-allocated resources, the need for greater articulation of financing policies, lack of mechanisms for

gender-sensitive financing visibility and accountability, and limited foreign-exchange domestic financing capacity.

The desired change: the country improves the availability and management of the resources needed to finance sustainable development and implement the 2030 Agenda in Cuba, within an Integrated National Financing Framework (INFF) for the SDGs. The idea is to identify new sources of financing, strengthen capacities to access innovative financing mechanisms that can have a positive impact on economic and social development at the national and local levels, and devise effective mechanisms for mobilizing national resources and accountability for SDG financing. As a potential accelerating factor for development financing and a means for the implementation of SDG 17, this INFF will play a strategic role for the country to achieve SDG targets that have been articulated with the 2030 National Economic and Social Development Plan.

The change to which this JP would contribute has to do with improving the availability and management of the resources necessary to finance sustainable development and implement the 2030 Agenda in Cuba, within a National Integrated Financing Framework (INFF) for the SDGs. To achieve this desired change, the causal analysis identified several key challenges or barriers that should be addressed or removed.

Firstly, there is a need to *assess the current architecture for SDG financing in Cuba and identify additional resources to accelerate the implementation of the 2030 Agenda (outcome 1)*. To this end, it has been recognized that there are gaps in information and methodologies used to estimate the amount of resources required for the SDG implementation and opportunities, still to be explored, for SDG financing in a context of limited diversification and articulation of financing sources and instruments.

To tackle this challenge, it is necessary to find ways of devising solutions that assess development financing sources, stakeholders, instruments and trends, and align them with the nationally prioritized SDGs to identify SDG financing opportunities for Cuba. In particular, the potential of innovative financing mechanisms should be identified to contribute towards SDG targets. A map of SDG financing opportunities for Cuba will be developed to consider options that have not been explored and incorporate the population dynamics and gender perspective into financing.

Priority actions include establishing an SDG ranking, and developing and implementing methodologies to estimate financing costs and associated resources in the national budget, determining financing gaps based on estimated SDG costs and available resources and gender-equity and population-dynamics costing visible. A review will be made of institutional weaknesses and policy gaps with greater impact on financing restrictions to help the authorities enhance their capacities and bridge such gaps.

Secondly, there is a need to have a SDG financing policy framework articulated and aligned with national priorities for sustainable development, gender-sensitive, and with the Addis Ababa's action areas (outcome 2). For this purpose, it is necessary to tackle challenges related to limited diversification and coordination of financing sources and instruments, which have already been mentioned, to achieve greater articulation of financing policies and broaden their scope, and to strengthen the linkage between the investment process and the management of other sources of financing under the 2030 Agenda. To address this key challenge, there is an urgent need to identify financing policies, as well as synergies, inconsistencies, and opportunities for strengthening. Based on an evaluation of the effectiveness of the financing policies identified, it will be necessary to propose specific policy designs to attract financing for areas where efficiency gaps have been identified or where innovative procedures can be used. A review of international experiences of interest to Cuba

will make it possible to build on lessons learned concerning the regulatory and supervisory frameworks for financing policies to be implemented within an integrated financing framework. Lastly, it is necessary to contribute to the establishment of a medium term expenditure framework and income strategy for SDG financing. They should integrate policy-making, planning and budgeting at the national and local levels, incorporating the dimensions of equity and environmental sustainability. The institutional and technological capacity of the banking system to ensure greater financial inclusion of various stakeholders will help accelerate SDG implementation.

Additionally, it is necessary to have a strengthened mechanism for monitoring and reviewing progress in SDG financing (outcome 3). In this context, the challenge of not having implemented a methodology that allows estimating the quantity and effectiveness of the resources allocated to the SDGs, thereby limiting monitoring and evaluation of the impact of financing policies in the country, should be properly addressed. To this end, it is necessary to strengthen the existing accounting methodologies to raise the resources required for SDG implementation, link the SDGs with the budgeting process to make the allocation of public resources visible, and strengthen the application of tools for monitoring the impact of financing policies to achieve PNDES goals and the SDGs at the national and local levels. In addition, the sensitivity and necessary skills of key local institutions to integrate and monitor the financing of SDG targets on gender equality and women's empowerment will be addressed. In this context, tools and SDG platforms should be useful at national and local level.

Finally, institutional capacities and mechanisms for governance and policy coordination linked to SDG financing will be strengthened (outcome 4). For this purpose, it is necessary to address the articulation of financing policies, identify gaps in current coordination mechanisms between institutions and sectors that implement financial policies, and review the instruments used to conduct supervision and incorporate the best international practices on inter-sectoral governance mechanisms for SDG financing.

This joint programme will support the solutions devised to complete the design of a gender-sensitive Integrated National Financing Framework (INFF). Working together, the participating agencies will support relevant national and local institutions by generating information and context and trend analyses, developing innovative methodologies and tools adapted to the Cuban context, strengthening institutional capacities and inter-agency mechanisms, and exchanging good practices and experiences.

These agencies will make their technical capabilities, partnerships and knowledge networks available to the country, so that INFF implementation can ensure increased availability and effectiveness of the sources of financing, capacities can be strengthened to access innovative financing mechanisms that may have a positive impact on economic and social development at the national and local levels, and effective mechanisms for governance, monitoring and resource mobilisation for the SDGs, integrated into PNDES, can be developed.

To achieve these results, a wide range of **risks** have been identified. These risks and relevant mitigation actions are contained in Annex 5.

ToC assumptions:

- The Action Plan of the National Group for the Implementation of the 2030 Agenda seeks, on a priority basis, to strengthen financial mechanisms for the implementation of the 2030 Agenda.

- Key institutions and stakeholders make progress in updating the Cuban economic model, particularly the area of economic policies related to international integration of the country.
- National programmatic documents further assign key priority to diversifying financing sources, incorporating new alternatives.
- FDI continues to play a role under the sustainable development model.
- The interest of multilateral and bilateral development banks in strengthening their operations in Cuba is maintained.
- Key stakeholders for INFF are involved in its design and implementation process.
- Progress is made towards the implementation of a computerization policy for the Cuban society.

Desired change: Improved availability and management of the resources necessary to finance sustainable development in Cuba and the implementation of the 2030 Agenda 2030, within an Integrated National Financing Framework (INFF) for the SDGs.

Strategic priorities

New sources of foreign and domestic financing

Integrated policies to access innovative financing mechanisms that impact on economic and social development at the national and local levels

Effective monitoring and accountability mechanisms in place for SDG financing

Outcome 1 Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified.

- Rank and group the SDGs by sectoral and thematic allocation of external financial flows
- Design and implement a methodology to estimate financing costs and resources associated with the SDGs in the national budget
- Identify financing gaps based on estimated SDG costs and available resources
- Analyse development financing sources, use, actors, instruments and trends, and align them with the SDGs
- Identify the potential of innovative financing mechanisms
- Develop a map of SDG financing opportunities for Cuba, considering options that are still to be explored
- Identify risks (internal/external, financial/non-financial, and timeframes) from different perspectives
- Incorporate differentiated alternatives for risk prevention and management (including policies, regulatory frameworks and institutions)
- Identify financing restrictions (institutional weaknesses, market failure, policy gaps, information transparency) that will have the greatest impact on resource availability

Outcome 2 An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas.

- Identify the financing policies formulated and implemented, their goals, and the most widely used tools
- Collect and compare data on policy cycles and timeframes for other financing commitments made, and map the actors responsible for their implementation
- Identify synergies and inconsistencies between different policies and existing gaps
- Strengthen synergies between policies that encourage FDI
- Establish partnerships with the non-state (private) sector and generate incentives to channel domestic resources
- Make the policy of Cuba's relations with multilateral, regional and subregional development banks transparent
- Improve regulatory and supervisory mechanisms
- Identify multilateral and national actions that the country can undertake to promote non-financial resource mobilisation
- Diversify sources of financing by origin and use
- Develop and adopt an expenditure framework and an income strategy for SDG financing, integrating policy-making, planning and budgeting
- Strengthen the financial system by improving its mechanisms, functions, institutions and markets
- Increase fiscal space to promote the use of own sources
- Strengthen the use of Fintechs to expand access to financial services, promote inclusion, and accelerate SDG implementation

Outcome 3 Strengthened monitoring and review mechanism for SDG financing.

- Investigate the possibility of adapting accounting treatments under existing methodologies to attract resources for SDG implementation
- Analyse and link the SDGs with the budgetary process to make public resource allocation visible for different interventions related to the agenda and evaluation of results
- Monitor the results of financing policies implemented within the framework of PNDES to assess their impact and identify the most effective monitoring systems that can have some practical application for the SDGs
- Identify alternative data collection and analysis systems that can provide useful information to estimate the contribution of flows to sustainable development
- Develop and implement a budget record module for the SDG Lab Platform.
- Promote dialogue at the territorial level on resource mobilisation to meet SDG targets and close gaps, within the framework of the Municipal Development Strategy.

Outcome 4 Strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing

- Characterise the level of current coordination between institutions and sectors implementing financial policies and tools for supervisory purposes.
- Strengthen institutional capacities to enhance consultation processes during different stages in INFF development, and engage the most relevant actors.
- Review the best practices on intersectoral mechanisms for SDG financing and build on lessons learned in resource-poor contexts.
- Implement a training/awareness-raising programme on SDG financing relevance, making special emphasis on gender and generational equality and environmental sustainability.

Challenges

Shortage of information and methodologies to estimate the resources required for the SDGs and SDG financing opportunities in a context of limited diversification and articulation between financing sources and instruments

Need for greater articulation and scope of financing policies, and linkage of the investment process and the management of other sources of financing with the 2030 Agenda

Absence of a methodology to estimate the amount and effectiveness of SDG-allocated resources, limiting the follow-up to and impact assessment of financing policies in the country

Improved coordination mechanisms between institutions and sectors implementing financial policies

2.3 Expected results by outcome and outputs

The four expected results that are proposed here require an articulated approach/strategy, as they constitute interrelated milestones under the process of developing an Integrated National Financing Framework that will contribute to improving the availability and management of the resources necessary to finance sustainable development and implement the 2030 Agenda in Cuba.

The actions necessary to achieve these results have been structured in 10 outputs and incorporated into 26 activities, as shown in the relevant matrix (Annex 2.2). Progress should be made on all these elements or links to fully achieve the effectiveness and usefulness of this tool.

For **Outcome 1** (Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified), three outputs were created, as follows:

Output 1.1 Analysed the financial landscape for Cuba on the basis of PNDES 2030 priorities, SDG implementation and gender equity and population dynamics considerations.

Output 1.2 Estimated SDG financing costs and assessed financing gaps.

Output 1.3 Identified the main policy and institutional restrictions and risks that hinder resource mobilisation for SDG financing.

These output interventions include designing and implementing methodologies to estimate financing costs and resources associated with the SDGs in the national budget, and identifying financing gaps based on estimates. A map of opportunities for SDG financing in Cuba will be provided, considering options that have not yet been explored and identifying the main institutional restrictions and risks that hinder resource mobilisation for SDG financing.

In order to achieve these results, there is clear political will to move towards sound SDG financing in Cuba, in a context of substantial financial constraints on development. MEP will play an instrumental role in evaluation and analysis, which provide a starting point for the development of the financing policy framework. ECLAC will support national efforts, making its technical capacities and networks available to better meet Cuban needs.

For **Outcome 2** (An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas), three outputs were created, as follows:

Output 2.1 The sustainable development financing policy framework and its inter-relationship mapped, and SDG financing gaps identified.

Output 2.2 Financing policy proposals articulated with AAAA action areas, and priorities to accelerate SDG financing identified.

Output 2.3 The process to improve financing policy coherence and key actions to accelerate SDG financing under gender and generational equity conditions, considering environmental sustainability, was undertaken.

The outputs follow a logical sequence that starts from mapping the current policy framework used in the country to finance sustainable development, its objectives and the most widely

used tools and interrelationships, to identify synergies, inconsistencies and gaps. After evaluating their effectiveness, they are articulated in a coherent strategy following the logic of the AAAA's action areas, which will make it possible to propose specific policy designs based on the strategic priorities set by the country to attract external financing.

Finally, emphasis is placed on strengthening financing policy coherence, highlighting the need to increase the institutional and technological capacity of the banking system, and promoting greater financial inclusion and domestic resource mobilisation.

The implementation of proposed interventions will require commitment and willingness on the part of the agencies and institutions involved in the project to deal with new challenges in developing and implementing financing policies that contribute towards the SDGs. BCC, MEP, MFP and MINCEX, as public agencies that define policies related to financing, planning and management of the budget in the country, will play a key role. ECLAC will support this strategic design exercise.

Outcome 3 (Strengthened monitoring and review mechanism for SDG financing) the three outputs to this end include:

Output 3.1 Strengthened the monitoring and reporting process on national SDG financing.

Output 3.2 Expanded, integrated digital platform (SDG Laboratory) as an information and management support service for SDG follow-up at the national and territorial levels.

Output 3.3 Strengthened sensitivity and skills of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's empowerment.

In this context, the analysis of the SDGs and their linkages with the budgetary process will help make the allocation of public resources for different agenda-related interventions visible. The use of methodologies and tools to facilitate impact assessment of financing policies will be a key intervention for the establishment of a monitoring mechanism.

On the other hand, the "SDG Laboratory" will facilitate monitoring of the 2030 Agenda in the country, and its linkage with the budget on each action will increase the effectiveness of SDG-associated policies and investments. Likewise, a training/awareness-raising programme on gender equality and equity will be implemented as a key premise in SDG financing under the principle of leaving no one behind. At least one territorial initiative will be identified and implemented to articulate financial resources from various sources to bridge financial gaps and further promote gender equality in the process towards the SDGs.

ONEI, MFP, MEP, the Comptroller's Office, the Central Bank, the 2030 National Group and the Territorial SDG Groups are relevant stakeholders. UNDP will provide the experience gained in the methodological work on the SDG Lab, as well as in the work with local government bodies, favouring the development of capacities to review and monitor progress towards SDG financing and implementation in Cuba.

Finally, for **Outcome 4** (Strengthened institutional capacities and improved governance and policy coordination mechanisms for SDG financing), it is necessary to create an output:

Output 4.1 Strengthened institutional capacities for governance and policy coordination.

In this case, the idea is to improve current channels of coordination between institutions and sectors that implement financial policies and instruments for supervision, based on

best practices related to inter-sectoral mechanisms used for SDG financing and lessons learned at the international level.

For this purpose, the National Group for the Implementation of the 2030 Agenda should, as a national mechanism, maintain full ownership and leadership, and actively involve the Ministry of Economy and Planning and the Ministry of Finance and Prices, with ECLAC support.

Upon completion of the joint programme, the authorities will have a sound initial assessment and evaluation, which will ensure that the financing strategy designed takes into account the gaps identified and widens policy choices to enhance financing opportunities. Moving forward, a sound monitoring and evaluation process will enable to assess the effectiveness of the policies that the country implements. Finally, policy coherence and governance arrangements will provide a basis so that, by the end of the programme, the authorities can have mechanisms in place to ensure the necessary articulation between development financing policies and efforts. This will make it possible to provide articulated, strategic directions for a complex process that involves many institutions and stakeholders. This is particularly critical in the context of Cuba's exclusion from international financing markets and institutions. As a result, the country will be in a position to begin implementing the National Integrated Financing Framework (INFF) and the recommendations derived therefrom to access innovative financing mechanisms that can positively impact on economic and social development at the national and local levels.

The implementation of this programme will require permanent cooperation effort by key stakeholders to ensure the completeness of the expected result. MEP will lead the inter-agency working group and act as a node of expertise for any technical assistance that is provided. The contributions of the Cuban Banking System (BCC) and the Ministry of Finance and Prices (MFP) are relevant to this assessment. Considering the priority that the country gives to FDI and exports, MINCEX constitutes another relevant stakeholder, as well as ONEI, which is the main supplier of information on the SDGs in the country. Cuban national institutions have a demonstrated capacity in the implementation of public programmes that require inter-agency coordination.

This inter-agency effort will have a direct impact on the country's progress towards key SDG targets, which in turn provide a means of implementation for the 2030 Agenda in the country. Due to its accelerating effect, in a context of limited and blocked financial resources for development, it is strategically relevant to contribute to improving policy coherence for sustainable development, which is the main expected result of this programme (Target 17.14). It is also expected to strengthen domestic resource mobilisation through the national banking system and the non-state sector, increasing the country's capacity for tax revenue collection (Target 17.1), supporting the mobilisation of additional financial resources from international development cooperation agencies, and promoting FDI (Target 17.3). Likewise, the mobilisation strategies proposed should be aimed at fostering the establishment of effective partnerships in the public and private sectors, in accordance with PNDES priorities (Target 17.17). Lastly, support will be provided to build statistical capacity, increase the availability of timely, reliable and further disaggregated data, and develop indicators to measure progress in sustainable development, particularly those associated with development financing (Target 17.18).

Considering the national principle of leaving no one behind, the population groups that will benefit the most from an Integrated National Financing Framework that increases the availability of financial resources for SDG implementation in the country will be those enduring vulnerabilities due to socio-economic or geographic factors and/or discrimination. They include people living in less developed territories, people living in territories facing

the highest natural disaster risk, families with older people and/or more than three boys/girls, people identified as multidimensionally poor, and young people and women who can benefit from work placement opportunities.

- **People living in relatively less developed territories:** The Territorial Human Development Index provides a tool available to the country to identify the territories facing the highest vulnerability in terms of development. This programme will strengthen the financial architecture at the local level and, consequently, the resource allocation policies focusing on these territories, through local development tools, job generation, and greater opportunities for business undertakings, among others.

- **People living in territories facing the highest natural disaster risk:** Cuba systematically uses part of its scarce resources to contribute to the recovery of communities affected by droughts, tornadoes, hurricanes and/or other hydro-meteorological events. Such contingencies make the country redirect funds originally intended for financing development plans to disaster management. Increased availability of resources would help enhance the country's capacity to respond to such events and reduce the vulnerability of affected territories and groups.

- **Families with older people and/or more than three boys/girls:** It is expected that, by 2025, thirty per cent of the Cuban population will be over sixty years of age. This will place Cuba among the oldest countries in Latin America. Although Cuba has implemented sound social policies to promote care and protection of older people, resource constraints make targeting on senior citizens and large families under vulnerability conditions difficult. This JP will support the availability of resources for these purposes.

- **People identified as multidimensionally poor:** Improved access to foreign financing and strengthened financial management enable greater economic growth under competitive conditions. This would open up new and diverse employment opportunities for the population, particularly for low-income people who are often economically and culturally disadvantaged and unable to access attractive jobs.

- **Young people and women who can benefit from work placement opportunities:** An Integrated National Financing Framework would enhance the performance of strategic economic sectors and have a favourable impact on the incorporation of young people and women into the labour market. A significant number of these people who work today in the non-state sector would move to a formal economy that provides greater incentives.

2.4 Budget and value for money

Developing an INFF gives an opportunity to accelerate SDG implementation, given the economic and political context in the country, through diversifying and expanding sources of financing, as well as promoting greater articulation of policies that lead to increased effectiveness in SDG-allocated resources.

INFF, as “a quick win,” must increase the coherence of current financing available to the country to impact on the SDGs, aligned with PNDES priorities, so that resources from the national budget, foreign investment and other financing modalities can generate a virtuous cycle based on complementarities or sequences of investment and operational efforts that, if only current planning and financing tools are used, could not be achieved. Alternative actions to address the challenges posed, although necessary, would be insufficient and seem unviable in the short term for Cuba, due to strong financing restrictions in the country and its exclusion from international multilateral agencies.

Programme sustainability and medium- and long-term results are recognized in a renewed financing architecture that addresses structural problems based on new management tools developed under more effective institutional management processes related to SDG financing policies.

Compared to alternative investments, the allocation of SDG Fund resources to develop an INFF provides an option that will have a positive impact on the domestic financial architecture. Firstly, because there is an urgent need for the country to have a mechanism in place to manage financing policies that promote its development strategy. Secondly, because institutional capacity-building in the financial system will increase its gains in terms of productivity and efficiency. Thirdly, because all this will result in positive multiplier effects on economic performance in general and on consumers in particular, as they will have extensive, diversified banking services available. Finally, because resource mobilisation from international and national sources will increase the availability of financial resources for business companies and consumers. Additionally, it will ensure the integration of the gender perspective in a cross-cutting manner, including specific dimensions.

Each agency involved will provide its specific experience to this JP and capitalize on different initiatives that are underway to create synergies that generate savings and multiplier effects. Likewise, the proposed budget that stands at 891,660 U.S. dollars will be complemented with another 12,625,000 U.S. dollars under other existing initiatives by the participating agencies involved (Annex 1).

The budget will be divided between the two agencies so that they can administer it in their areas of competence and implement the relevant outcome. Coordination costs are expected to ensure consistency between actions, promote joint communication, share lessons learned, and conduct appropriate monitoring and evaluation, with the active participation of the RCO. Then, each agency will use the funds together with its own resources to ensure the implementation of planned activities. They will rely heavily on expert consultant services, especially for the design of information platforms and systems.

Likewise, given the contribution of the programme to policy-making and the wide range of stakeholders that will be involved, a significant portion of the budget will be allocated to technical assistance and support missions.

2.5 Partnerships and stakeholder engagement

As indicated, this is a strategic priority for the country. The leadership role in the design and implementation of the Joint Programme will be played by the Ministry of Economy and Planning (MEP), which chairs the National Group for the Implementation of the 2030 Agenda. This will make it possible to maximize its potential and that of associated national entities and research centres. Group membership includes civil society organizations, such as FMC, CESJ, ANEC, etc. It will thus facilitate inter-agency exchanges and synergies between expected results and programme activities. Key institutions have already participated in the preparation of this proposal, including MEP, MINCEX, MFP, and the Central Bank. Other stakeholders such as sectoral ministries, local governments and the academia will be involved in implementation.

This leadership role and inter-agency work are supported by the objectives of programmatic documents related to the country's economic and social policy, as contained in PNDES 2030. This document was prepared using a systems approach and was divided into strategic areas, objectives, lines of action and priority areas, based on their potential

multiplier effect on the national economy. It includes cross-cutting issues, such as the gender approach, the reduction of inequalities, economic growth, and Zero Hunger. All of these institutional capacities will be fully aligned with the SDGs and this Joint Programme.

The country's priorities, as set forth in PNDES 2030, include improving financing mechanisms and sources, and effective methodologies and coordination. These objectives are aligned with the proposed programme and with UNS competencies, as defined in the United Nations Sustainable Development Cooperation Framework.

The agencies operating in the country, especially those linked to this Joint Programme, have a complementary specialization, which allows them to contribute a great deal of experience, knowledge and skills. In addition, they have developed extensive networks with key international, national, provincial and municipal public and private stakeholders. These networks facilitate inter-agency dialogue that provides for smooth implementation and sustainability of the proposal. In short, the expertise of the agencies involved is a valuable instrument in fostering the inter-sectoral and inter-agency coordination required to advancing this JP.

The work of UN agencies is highly appreciated by national authorities, with which they engage in a close dialogue and to which they provide technical assistance on a wide spectrum of issues. PUNOs support the introduction of methods, tools and incentives that promote ways of increasing the effectiveness of public and private financing policies for the SDGs. This is a valuable contribution that makes this JP different from other cooperation programmes, due to its multidimensional nature and thematic diversity. ECLAC will be the lead agency for coordination and UNDP, for process support, including its contribution to strengthen SDG monitoring capacities at the territorial level.

Facilitating development financing, a cross-cutting issue within the UNS Cooperation Framework (2020-2024) in Cuba, will favourably impact on other UN projects and programmes and on the work of the UNCT as a whole. This will generate positive synergies to complement national efforts towards the SDGs.

Other partners who would make strategic contributions to the implementation of the proposal include MFP, the Central Bank, commercial banks, the National Office of Statistics and Information (ONEI), the Office of the Comptroller General of the Republic, and provincial and municipal governments committed to promoting territorial autonomy and decentralizing economic and social management. The academic sector will have an important role in supporting the authorities on issues such as the review and introduction of international benchmarks and good practices, and impact assessments, if deemed relevant. The role of the non-state sector in the implementation of economic changes is growing, so it needs to be considered. It may well be very relevant at the local level.

As mentioned above, a key feature regarding this sector's ability to access foreign financing is its exclusion from IFIs and international development banks. This is a major constraint in terms of viable options, which are available in the short term only to a few non-public stakeholders, who could be consulted and/or involved, if deemed appropriate.

This JP aims to use the experience of ECLAC, which has made an important contribution to strategic issues, such as the use of forecasting in the design of public policies, the development of statistical capacities, and cooperation on macroeconomic questions. UNDP has implemented effective practices in the country, in support of development projects to enhance statistical capacities and promote bank modernization and SDG monitoring at the territorial level.

At the global and regional levels, the technical capacity of other UN agencies can be used to address specific financing challenges.

3. Programme implementation

3.1 Governance and implementation arrangements

As indicated in the standards of the Joint SDG Fund, the implementation of the programme will be governed by the principle of national ownership in support of national priorities and will be integrated into UNS efforts within the Sustainable Development Cooperation Framework.

The Resident Coordinator will be responsible for the design, strategic planning and supervision of programmes financed through the Joint SDG Fund. The participating lead agency (ECLAC) will be responsible to the Resident Coordinator for the results and resources provided through the Fund.

The National Group for the Implementation of the 2030 Agenda in Cuba will be the leading national institution under the joint programme, supported by its member institutions, particularly by the agencies that constitute its fundamental pillars. This national mechanism will be responsible for ensuring ownership over programme results and sustainability.

The governance mechanisms for this Joint Programme, at the country level, will include: 1. A Country Steering Committee, and 2. A Programme Management Committee. Additionally, the coordination mechanisms of the United Nations System (UNS) set forth in the Cooperation Framework will support this structure.

1. **A Steering Committee (SC)**, which will be composed of the following members:

- United Nations Resident Coordinator
- First Deputy Minister at the Ministry of Economy and Planning
- Deputy Minister at the Ministry of Foreign Trade and Investment
- Representatives of each Participating United Nations Organization (PUNO): ECLAC and UNDP
- Higher-level executives from signatory institutions

SC functions will include:

- Providing strategic guidance and supervision for JP implementation;
- Ensuring alignment with national priorities, the SDGs and the United Nations Sustainable Development Cooperation Framework (2020-2024);
- Promoting participatory implementation, ensuring coordination and synergies between programme participants and other initiatives underway in the country;
- Adopting the JP Work Plan and relevant reports, indicating corrective measures if necessary; and
- Promoting adjustments whenever required and reviewing the risk management strategy.

2. **The Programme Management Committee (MC)** will be composed of one representative from each participating institution and agency. The RCO will support this committee.

Its functions include:

- Supervising programme management, proposing any necessary adjustments to SC, and acting as a first port of call for conflict resolution;

- Ensuring the development of annual work plans and budgets;
- Ensuring participatory implementation of the programme and appropriate communication and coordination between the parties;
- Ensuring reporting mechanisms and facilitating evaluation; and
- Reviewing the risk management strategies and promoting actions so that the programme can manage and mitigate risks in a proactive manner.

For UNS, the results groups of the Productive Transformation and Effective Government areas will be instrumental in supporting inter-agency coordination under this joint programme and in ensuring alignment with the Cooperation Framework priorities agreed upon by the authorities. This programme will be part and parcel of the joint work plan of these groups, which will facilitate UNCT reporting process and synergies with UNS work.

These groups facilitate dialogue, planning, implementation, monitoring and evaluation of these areas, which are two direct impacts of Cuba's 2020-2024 Sustainable Development Cooperation Framework (CF).

UNS in Cuba has gained experience in implementing joint projects within the framework of the MDG Fund and the SDG Fund. The two agencies involved (ECLAC and UNDP) have previously carried out joint initiatives.

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 Programme⁴; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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

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

⁴ This will be the basis for release of funding for the second year of implementation.

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 completion of a joint programme, a final, *independent and gender-responsive*⁵ *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

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

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channelled for the Joint Programme through the AA. Each Participating UN

⁵ [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

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

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

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

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

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

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

3.4 Legal context

Economic Commission for Latin America and the Caribbean (ECLAC): Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures

United Nations Development Programme (UNDP)
Standard Basic Assistance Agreement (SBAA)
17 May 1975

D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contact person (name and email)
Strengthening statistical capacities at the National Office of Statistics and Information (ONEI) to respond to the implementation of the Economic and Social Policy Guidelines	Methodologies are applied and capacities are strengthened to strategically plan and manage economic information statistics under the process of updating the Cuban economic and social model.	The capacities developed provide an important basis for the new activities to be undertaken by ONEI in connection with SDG indicators, as foreseen in JP.	UNDP ECLAC	ONEI	510,000 UNDP	Edith Felipe Edith.felipe@undp.org Ricardo Nuñez Ricardo.nunez@undp.org
Developing SDG Laboratories (SDG LABs) in Cuba	Interactive technological platform is designed and put into operation to support the country's progress monitoring, strengthen alignment between the SDGs and the	Based on the results achieved by the platform, JP will provide for territorial expansion and strengthening, and the incorporation of a new SDG financing module. There is no financing module	UNDP	MEP	210,000 UUNDP	Edith Felipe Edith.felipe@undp.org Ricardo Nuñez Ricardo.nunez@undp.org

	2030 National Plan, and favour multi-sectoral and multi-stakeholder analysis to deal with bottlenecks and identify national priority and SDG accelerators.	available at present.				
Supporting the modernization of the banking system for the smooth implementation of the Economic and Social Policy Guidelines	Banking system capacities are strengthened through technology / methodology transfer and human capital training, and the introduction of innovative experiences into the Cuban context to facilitate access to financing.	The capacities developed provide an important basis to address current challenges in connection with SDG financing and the pilot initiative to be launched.	UNDP	BCC and commercial banks	405,000 UNDP	Ricardo Nuñez Ricardo.nunez@undp.org Edith Felipe Edith.felipe@undp.org
Developing an Articulated Platform for Integrated Territorial Development (PADIT)	PADIT contributes to strengthening the implementation of public policies for decentralization and SDG territorialisation through capacity-building for institutions and stakeholders in the territories,	PADIT provides a platform that is well positioned and highly recognized. Its proposals have seen significant national and territorial ownership, including the integrated financing	UNDP	MEP, IPF, territorial governments	11,500,000 SDC-Switzerland AICS-Italy	Ricardo Nuñez Ricardo.nunez@undp.org Matilde Fresa Matilde.fresa@undp.org

	<p>the development of planning tools at the provincial and municipal levels, and communication and information management in the territories. It also promotes economic and social development initiatives at the territorial level.</p> <p>It is working in 10 provinces (out of 15) and in 32 municipalities.</p>	<p>methodology for local development. PADIT provides an effective framework for SDG costing at the territorial level and for testing an initiative that articulates international, national and local sources of financing for the SDGs.</p>				
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Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

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

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ⁶		
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ⁷		

NOTE: to be calculated at project inception

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)		
4.2: #of integrated financing strategies that have been implemented with partners in lead ⁸		
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational		

NOTE: to be calculated at project inception

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁹
- 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

⁶Additional resources mobilized for other/ additional sector/s or through new sources/means.

⁷Additional resources mobilized for the same multi-sectoral solution.

⁸ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners.

⁹ Annual survey will provide qualitative information towards this indicator.

- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of "Leaving No One Behind"
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint Programme Results Framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1 Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified.					
Outcome 1 / Indicator Identification of the financial resources necessary to implement the 2030 Agenda	0	1	Not applicable	Government endorsement of the results identified	MEP 2030 National Group
Outcome 1 Indicator Existence of a map of SDG financing opportunities for Cuba	0	0	1	The map of SDG financing opportunities is launched at the National Group headquarters.	MEP 2030 National Group

Output 1.1 Analysed the financial landscape for Cuba on the basis of PNDES 2030 priorities, SDG implementation and gender equity and population dynamics considerations.					
Output 1.1 Indicator Existence of an assessment of SDG financing sources, use and stakeholders, and of innovative mechanisms	0	0	1	Document addressing the situation (assessment of financing)	2030 National Group
Output 1.1 Indicator Availability of information on financing opportunities for gender and population dynamics related targets					
Output 1.2 Estimated SDG financing costs and assessed financing gaps.					
Output 1.2. Indicator Existence of a methodology to estimate SDG financing costs	0	1	Not applicable	Resolution issued by the relevant body	2030 National Group
Output 1.2. Indicator Existence of an SDG financing gap estimation	0	0	1	Document with estimation results	2030 National Group

Output 1.3 Identified the main policy and institutional restrictions and risks that hinder resource mobilisation for SDG financing.					
Output 1.3 Indicator Existence of an assessment of institutional barriers limiting resource mobilisation	0	1	Not applicable	Document identifies restrictions	2030 National Group
Outcome 2 An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas.					
Outcome 2 Indicator Existence of a proposal for the SDG financing strategy	0	0	1	Text with proposed components for the SDG financing strategy	2030 National Group
Outcome 2 Indicator Existence of a set of actions to accelerate SDG financing	0	0	1	Data sheets on initiatives accelerating financing policies	2030 National Group
Output 2.1 The sustainable development financing policy framework and its inter-relationship mapped, and SDG financing gaps identified.					
Output 2.1 Indicator Availability of a matrix with current financing policies and effectiveness evaluation	0	0	1	The document presenting the matrix with current financing policies and effectiveness evaluation is presented.	2030 National Group

Output 2.2 Financing policy proposals articulated with AAAA action areas, and priorities to accelerate SDG financing identified.					
Output 2.2 Indicator Existence of a gender-sensitive document that contains policy proposals to strengthen SDG financing	0	0	1	Policy proposals to strengthen SDG financing are validated by the relevant entity.	2030 National Group
Output 2.3 Designed framework to improve financing policy coherence and identified key actions to accelerate SDG financing, considering gender and generational equity and environmental sustainability.					
Output 2.3 Indicator Availability of a mid-term expenditure and income framework for SDG financing	0	0	1	Methodological document is presented.	2030 National Group
Output 2.3 Indicator Existence of a knowledge management and institutional strengthening programme to make emphasis, inter alia, on gender and generational equity conditions and environmental sustainability	0	0	1	Workshop programmes Reports	2030 National Group

Outcome 3 Strengthened monitoring and review mechanism for SDG financing.					
Outcome 3 Indicator SDG LAB Platform incorporates an SDG financing module.	0	0	1	Platform under operation National SDG Group Report	MEP
Outcome 3 Indicator Number of SDG indicators reported on the Platform	20	41 (21 additional targets)	90 (49 additional targets)	ONEI Report	ONEI
Output 3.1 Strengthened the monitoring and reporting process on national SDG financing.					
Output 3.1 Indicator Number of exchanges on the SDG monitoring and costing system	0	1	1	Reports on exchanges held	MEP
Output 3.2 Expanded, integrated digital platform (SDG Laboratory) as an information and management support service for SDG follow-up at the national and territorial levels.					
Output 3.2 Indicator Number of workshops and seminars on SDGs and their financing	0	1 national 1 territorial	1 national 1 territorial	Meeting Reports	MEP
Output 3.2 Indicator Number of stakeholders (institutions, civil society, local governments) joining the initiative of the Platform	13 institutions 1 NGO 4 provincial governments 1 UN agency	16 institutions (3 new ones) 6 governments (2 new ones) 3 NGOs (2 new ones) 4 UN agencies (3 new ones)	21 institutions (5 new ones) 8 governments (2 new ones) 6 NGOs (3 new ones) 7 UN agencies (3 new ones)	Available data sheets Updated Platform	MEP

Output 3.3 Strengthened skills and sensitivity of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's empowerment.					
Output 3.3 Indicator Number of people trained (disaggregated by sex)	0	80 people (impacting on gender-specific equity)	160 (80 additional people trained (impacting on gender-specific equity)		MEP/Centre for Women's Studies
Output 3.3 Indicator Number of training actions on gender equality and equity as a key principle in SDG financing	0	4	4	Workshop programmes Reports	MEP/Centre for Women's Studies
Output 3.3 Indicator Number of initiatives articulating financial resources to bridge SDG gaps and including dimensions relative to gender equality and women's empowerment	0	1 (identified)	1 (implementation underway)	Data sheet on the initiative is made visible on the Platform	MEP/Territorial government
Outcome 4 Strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing					
Outcome 4 Indicator Number of actions proposed to improve the governance and coordination mechanism	0	0	3	Number of actions proposed to improve the governance and coordination mechanism	2030 National Group

Output 4.1 Strengthened institutional capacities for governance and policy coordination					
Output 4.1 Indicator					
Number of good practices related to governance and coordination of financing policies implemented	0	0	3	Workshop programmes Reports	2030 National Group

Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrates gender analysis	2	<ul style="list-style-type: none"> - The baseline and situation analysis shows the findings related to the gender analysis conducted, particularly in the approach to the problem and JP response to it, which is gender-sensitive. - Development financing requires both financial and non-financial resources, including consideration of equity. SDG 5 target stands out in the 2030 Agenda. - Civil society organizations, particularly the Federation of Cuban Women (FMC) and its Centre for Women's Studies, are stakeholders that will benefit from and are actively involved in the Joint Programme, while other institutional stakeholders have gained experience in contributing to gender equality and will ensure the integration of this principle and objective into the Joint Programme. 	<ul style="list-style-type: none"> - Limited experience in the implementation of a visibility and accountability mechanism on financing gender equality and women's empowerment. - Lack of adequate capacities and/or mechanisms under implementation for visibility and accountability of gender financing. <p>Support will be provided for the development of a gender-sensitive INFF.</p> <ul style="list-style-type: none"> - For the purpose of increasing the effectiveness of national policies and their cross-cutting impacts, quality Jobs will be generated and women's participation in economic activities will be promoted.
1.2	Gender Equality mainstreamed in proposed outputs	2	One of the programme outputs specifically focuses on gender equality, in keeping with SDG priorities, including SDG 5. "Strengthened skills and sensitivity of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's	<ul style="list-style-type: none"> - The outcome relative to the evaluation of the current SDG financing architecture and the identification of additional resources

			<p>empowerment." Likewise, the impact will reach groups such as "young people and women, who will have work placement opportunities available."</p> <p>- Other outputs and activities are also gender-sensitive.</p>	<p>necessary to accelerate the implementation of the 2030 Agenda and the estimation of SDG financing costs and associated resources makes gender equity and population dynamics costs visible.</p> <p>- The identification of the potential of innovative financing mechanisms that contribute to SDG targets implementation will provide for a map of SDG financing opportunities for Cuba. It will consider options to be explored and incorporate the gender perspective and population dynamics into financing.</p>
1.3	Programme output indicators measure changes on gender equality	2	<p>Out of the 16 output indicators, 4 are gender-sensitive and 2 are gender-specific.</p> <p>Consequently, 37.5 per cent of output indicators make it possible to measure changes related to gender equality and women's empowerment.</p>	<p>- Availability of information on financing opportunities for targets related to gender and population dynamics.</p> <p>- Number of training actions on gender equality and equity as a key principle in SDG financing.</p>
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	2	The Joint Programme contributes to substantially strengthen government commitment and participation in gender-related SDG targeting and implementation.	- Continued dialogue and joint programming with institutions like

			The Federation of Cuban Women (FMC), which provides a national mechanism for the advancement of women and gender equality, and the Office of the Comptroller General of the Republic, which monitors the information on SDG commitments and National Plan, and is recognized for its experience in conducting gender audits, will be involved in implementation.	MEP, ONEI, MINCEX and MINREX make it possible to agree on specific budgets, outputs and activities. The results that JP will help achieve are also gender-sensitive.
2.2	PUNOs collaborate and engage with women's/gender equality CSOs.		<p>The Federation of Cuban Women (FMC), which is an NGO that provides a national mechanism for the advancement of women and gender equality, will be involved in implementation.</p> <p>The Centre for Women's Studies under FMC umbrella will also be involved in the Joint Programme and strengthen its participation in gender-related SDG targeting and implementation.</p>	<p>FMC and its Centre for Women's Studies (CEM) are stakeholders that will benefit from and be actively involved in the Joint Programme.</p> <p>- CEM's participation stands out in Outcome 3 (output 3.3).</p>
3.1	Programme proposes a gender-responsive budget	1	Gender weights under the Joint Programme stand at 17.5 per cent.	The budget allocated to Output 3 stands out.
Total scoring		1.83		

4.1 Budget per UNDG categories

Estimated total cost of the proposal is 891,860 USD, including UN agencies co-funding.

About 16 % of total budget will be spent on staff and other personnel services and 27% are estimated for contractual services that include consultants, workshops, seminars and other technical assistance expenses. 21% of the budget will be devoted local and international missions mainly for the first three outcomes. Investments like equipment for the development of innovative banking and financial instruments and support for monitoring are up to 13%. The remaining budget will be spent on Com & M/R and General Operating, direct and indirect costs.

Regarding the implementing agencies, ECLAC will oversee Outcomes 1, 2 and 4 that count for around 70% of the programmatic budget. UNDP will be in charge of Outcome 3 and the remaining 30% of the programmatic budget.

Finally about 38% of the budget will be implemented in the first year by both implementing agencies.

UNDG BUDGET CATEGORIES	CEPAL		PNUD		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	89,590	62,730	51,200	29,130	140,790	91,860
2. Supplies, Commodities, Materials	20,000		8,600		28,600	
3. Equipment, Vehicles, and Furniture (including Depreciation)	90,000		30,000		120,000	
4. Contractual services	149,874		88,150		238,024	
5.Travel	149,900		34,199		184,099	
6. Transfers and Grants to Counterparts	0		0		0	
7. General Operating and other Direct Costs	24,000		12,150		36,150	
Total Direct Costs	523,364		224,299		747,663	
8. Indirect Support Costs (Max. 7%)	36,636		15,701		52,336	
TOTAL Costs	560,000	62,730	240,000	29,130	800,000	91,860
1st year	140,000	15,682	160,000	14,565	300,000	30,247
2nd year	420,000	47,047	80,000	14,565	500,000	61,612

4.2 Budget per SDG Targets

Out of the estimated total cost of the proposal, about 40% will contribute to target 17.3 by the designing of integrated financing strategies, mainly in Outcome 2, but with activities related in Outcome 1 and 4 as well. At the same time, a significant amount of the budget will support the domestic resource mobilisation (17.1) and the enhancement of policy coherence (17.14). The rest of the budget will be devoted to supporting statistical capacity-building and reliable gender sensitive data.

SDG TARGETS		%	USD
SDG 17	17.1	25	200,000.0
SDG 17	17.3	40	320,000.0
SDG 17	17.14	17.5	140,000.0
SDG17	17.18	17.5	140,000.0
TOTAL		100	800,000

17.1 Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

17.3 Mobilize additional financial resources for developing countries from multiple sources.

17.14 Enhance policy coherence for sustainable development.

17.18 By 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, complement GDP, and support statistical capacity building in developing countries.

4.3 Work plan (Activities and time frame)

Outcome 1. Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified.											
Output	Annual target/s		List of activities	Time frame							
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1.1 Analysed the financial landscape for Cuba on the basis of PNDES 2030 priorities, SDG implementation and gender equity and population dynamics considerations.	Assessment of financing sources, use and stakeholders is presented.	The financing potential of innovative mechanisms is identified.	1.1.1 Analyse current development financing sources, use, stakeholders, and trends at the international, national and local levels, and align them with SDGs.	x	x						
			1.1.2 Rank and group SDGs considering sectoral and thematic use of external financial flows and Jdifferential needa and results of men and women.	x	x						
			1.1.3. Identify the potential of innovative financing mechanisms that contribute towards the achievement of SDG targets.			x	x	x			
			1.1.4 Develop a map of SDG financing opportunities for Cuba, considering options to be explored and incorporating the gender perspective into financing and population dynamics.				x	x			
Output 1.2 Estimated SDG financing costs and assessed financing gaps.	A methodology for SDG financing cost estimation is developed.	Financing gap is estimated by SDG.	1.2.1 Design and implement methodologies to estimate SDG financing costs and associated resources in the national budget, making costing relative to gender equity and population dynamics visible.	x	x	x	x				
			1.2.2 Identify financing gaps based on estimated SDG costs and available resources.	x	x	x	x	x			

Output 1.3 Identified the main policy and institutional restrictions and risks that hinder resource mobilisation for SDG financing.	Assessment of institutional barriers limiting resource mobilisation is presented.		1.3.1. Identify financing restrictions (institutional weaknesses, market failure, policy gaps, transparency of information) that may have greater impact on resource availability.	x	x	x	x					
			1.3.2. Identify risks and incorporate differentiated prevention and management alternatives (under policies and regulatory frameworks, and by institutions).				x	x				
Outcome 2. An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas..												
Output	Annual target/s		List of activities	Time frame								
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Output 2.1 The sustainable development financing policy framework and its inter-relationship mapped, and SDG financing gaps identified.		A matrix including current financing policies and effectiveness evaluation is developed.	2.1.1. Identify the financing policies formulated and implemented, their goals, and the tools most widely used at the national and local levels.				x	x	x	x		
			2.1.2. Identify synergies and inconsistencies between different policies and opportunities for strengthening, improvement and complementarity.				x	x	x	x		
			2.1.3. Evaluate the effectiveness of the financing policies identified (in 1.1).				x	x	x	x		
Output 2.2 Financing policy proposals articulated with AAAA action areas, and priorities to accelerate SDG financing identified.		Policy proposals are presented to promote SDG financing.	2.2.1. Propose a specific design for finance mobilisation in keeping with the strategic prioritites identified by the country.						x	x	x	x
			2.2.2. Assess the key role played by multilateral, regional and subregional development banks in SDG financing, and identify opportunitess and risks, taking into account Cuban conditions.						x	x	x	x
			2.2.3. Identify actions the country can undertake at the international and national levels to strengthen the mobilisation of non-financial resources.						x	x	x	x

Output 2.3 Designed framework to improve financing policy coherence and identified key actions to accelerate SDG financing, considering gender and generational equity and environmental sustainability.		A mid-term expenditure and income framework is developed for SDG financing.	2.3.1. Contribute to the development of an expenditure framework and an income strategy in the mid term for SDG financing, integrating planning, policy-making and budgeting at the national and local levels, making special emphasis on the municipality, and incorporating equity and environmental sustainability dimensions.						x	x	x	x
		A knowledge management and institutional strengthening programme is implemented .	2.3.2. Strengthen proposals seeking to improve the institutional and technological capacity of the banking system to ensure increased financial inclusion of various stakeholders, including women and young people, and enhance domestic resource mobilisation at the national and local levels.						x	x	x	x
			2.3.3. Propose strategies to make use of Fintech to expand access to financial services, promote inclusion, particularly of women and young people, and accelerate SDG implementation.						x	x	x	x
		Outcome 3. Strengthened Monitoring and review mechanism for SDG financing.										
Output	Anual Target/s		List of activities	Time frame								
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Output 3.1 Strengthened monitoring and reporting process on national SDG financing.	Methodology revised and approved	Public resource allocation to SDGs in selected sectors is made visible.	3.1.1. Strengthen the selected accounting methodologies, incorporating the resources allocated to SDG implementation at the national and local level.	x	x	x	x	x				
		SDG indicators module on the platform is completed.	3.1.2. Enhance the measurement capacity for SDG indicators to facilitate effectiveness analysis of financing efforts.	x	x	x	x	x	x			
			3.1.3. Promote exchanges with international stakeholders on monitoring and follow-up systems for the implementation of the 2030 Agenda and its financing mechanisms, and identify international experiences of interest to Cuba in connection with financing policy regulatory and supervisory frameworks	x	x	x	x	x				

Output 3.2 Expanded, integrated digital platform (SDG Laboratory) as an information and management support service for SDG follow-up at the national and territorial levels.	<p>An SDG budget record module is designed.</p> <p>The SDG budget record module is integrated into the platform.</p>	<p>At least two dialogue workshops on SDGs and their financing are held.</p>	3.2.1. Design and implement the budget record module for the SDG Laboratory Platform, make its linkage with key public policies visible, and expand the number of Cuban ministries, territories, economic stakeholders and civil society organizations taking their initiatives to the platform.	x	x	x	x	x	x	x	x	
			3.2.2. Promote strategic, inter-agency, multi-level dialogue on financial resource mobilisation opportunities to support SDGs, in articulation with PNDES and the Municipal Development Strategies, making special emphasis on generating benefits for vulnerable people, and applying the gender and generational approach to make the services to these people visible						x	x	x	
Output 3.3 Strengthened skills and sensitivity of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's empowerment.	<p>A training plan is developed and undertaken.</p>	<p>Training plan is implemented at the national and territorial levels.</p> <p>An initiative articulating financial resources to bridge SDG gaps is identified, developed and undertaken.</p>	3.3.1. Implement a training/awareness-raising programme on gender equality and equity as a key principle in SDG financing to leave no one behind.	x	x	x	x	x	x	x		
			3.3.2 Identify and undertake at least one territorial initiative articulating financial resources from various sources to bridge financial gaps and promote gender equality towards SDG implementation.				x	x	x	x	x	

Outcome 4. Strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing

Output	Anual Target/s		List of activities	Time frame								
	2020	2021		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Output 4.1 Strengthened institutional capacities for governance and policy coordination		A knowledge management programme is implemented, covering good practices related to governance and financing policy coordination.	4.1.1. Identify current gaps in and coordination mechanisms between institutions and sectors that implement financial policies and instruments for supervision.						x	x	x	x
			4.1.2. Incorporate the best practices related to intersectoral governance mechansims in SDG financing.						x	x	x	x
Evaluation (3%)												
M&R (3%)												
Communications (2%)												
Total Direct Cost												
Indirect Support Costs (Max. 7%)												
Total Cost												

4.3 Work plan (Planned budget)

Outcome 1. Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified.						
Output	PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 1.1 Analysed the financial landscape for Cuba on the basis of PNDES 2030 priorities, SDG implementation and gender equity and population dynamics considerations.	Consultant services, workshops, seminars, technical advisory services, missions, office equipment and inputs	50,000	7,318	57,318	ECLAC	o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)
Output 1.2 Estimated SDG financing costs and assessed financing gaps.	Consultant services, workshops, seminars, technical advisory services, missions, office equipment and inputs	40,000	7,318	47,318	ECLAC	o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)
Output 1.3 Identified the main policy and institutional restrictions and risks that hinder resource mobilisation for SDG financing.	Consultant and technical advisory services, office equipment and inputs	40,000	7,318	47,318	ECLAC	o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)

Outcome 2. An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas..						
Output	PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 2.1 The sustainable development financing policy framework and its inter-relationship mapped, and SDG financing gaps identified.	Consultant services, workshops, seminars, technical advisory services, office equipment and inputs	60,000	11,500	71,500	ECLAC	<ul style="list-style-type: none"> o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) and commercial banks o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)
Output 2.2 Financing policy proposals articulated with AAAA action areas, and priorities to accelerate SDG financing identified.	Consultant services, workshops, seminars, technical advisory services, office equipment and inputs	150,000	11,500	161,500	ECLAC	<ul style="list-style-type: none"> o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) and commercial banks o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX) Local governments
Output 2.3 Designed framework to improve financing policy coherence and identified key actions to accelerate SDG financing, considering gender and generational equity and environmental sustainability.	Consultant services, workshops, seminars, technical advisory services, office equipment and inputs	60,000	11,500	71,500	ECLAC	<ul style="list-style-type: none"> o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) and commercial banks o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)

Outcome 3. Strengthened Monitoring and review mechanism for SDG financing.						
Output	PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 3.1 Strengthened monitoring and reporting process on national SDG financing.	Consultant services, workshops, seminars, technical advisory services, computer equipment, travel, office equipment and inputs	56,075	9,710	65,785	UNDP	<ul style="list-style-type: none"> o Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) o National Office of Statistics and Information (ONEI)
Output 3.2 Expanded, integrated digital platform (SDG Laboratory) as an information and management support service for SDG follow-up at the national and territorial levels.	Consultant services, workshops, seminars, technical advisory services, computer equipment, travel, office equipment and inputs	121,495	9,710	131,205	UNDP	<ul style="list-style-type: none"> o National Group for the Implementation of the 2030 Agenda o Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) o Territorial governments
Output 3.3 Strengthened skills and sensitivity of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's empowerment.	Consultant services, workshops, seminars, technical advisory services, equipment, inputs, travel	46,729	9,710	56,439	UNDP	<ul style="list-style-type: none"> o Ministry of Economy and Planning (MEP) o Territorial governments o Centre for Women's Studies (FMC)

Outcome 4. Strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing

Output	PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 4.1 Strengthened institutional capacities for governance and policy coordination	Workshops, technical advisory services, equipment, inputs, missions	63,551	6,273	69,824	ECLAC	<ul style="list-style-type: none"> o National Group for the Implementation of the 2030 Agenda, Ministry of Economy and Planning (MEP) o Ministry of Finance and Prices (MFP) o Central Bank (BCC) and commercial banks o National Office of Statistics and Information (ONEI) o Ministry of Foreign Trade and Investment (MINCEX)
Evaluation (3%)	It is the budget used for conducting the Final Evaluation.	22,430				
M&R (3%)	It is the budget used for the Joint Programme monitoring and reporting processes.	22,430				
Communications (2%)	It includes visibility, dysfunction and advocacy costs for the entire Joint Programme.	14,953				
Total Direct Cost		747,663	91,860			
Indirect Support Costs (Max. 7%)		52,336				
Total Cost		800,000				

Annex 5. Risk Management Plan

The risks faced by the proposal include those associated with the context. The first one is the intensification of the U.S. blockade, which makes it difficult to sign contracts with international suppliers and limits access to international financing sources, including discouraging potential FDI sources. There are also changes in partner countries that affect key economic, commercial and financial relations of the country, thereby reducing its accessibility to financing by private stakeholders. To deal with the impact of these risks, mitigation strategies will seek to build upon the experience gained by the UNDP Procurement Unit for the import of goods and services required by the project, and have a procurement plan developed from project inception.

Another risk is connected with the potential damage the country may sustain due to extreme natural, health and/or technological disasters (including hurricanes, floods and droughts), which may entail a realignment of priorities by national institutions. In this regard, it will be essential to anticipate and implement risk management plans for this type of disasters.

The deterioration of the international economy can also discourage private investors (FDI and international private banks). It will thus be necessary to provide them with incentives and assurances.

From a domestic perspective, a slowdown in the process of updating the economic model could discourage the implementation of small- and medium-scale investment projects. On the other hand, any progress in the process of monetary and exchange-rate unification would generate new financial and budget accounting procedures. For this reason, it is important to have a response and adjustment plan in place, with the participation of key institutions.

Another risk has to do with increased levels of internal and external indebtedness, which limit productive investment.

The continued use of standards and stereotypes that do not make differentiated financing needs visible in the country and the persistence of gaps in the measurement of data and information at the national level, including even greater limitations at the provincial and municipal levels, are another two risks that should be considered.

An additional risk for programme implementation may arise if there is no articulation between and among the many institutions involved in the project or if the representatives of such institutions change.

In the first case, mitigation strategies would have to involve all institutions in the project governance mechanisms, make the participation of each institution visible, and strengthen the role of the National SDG Group. In the second case, it would be necessary to secure institutional commitments through the National SDG Group and designate officials in charge of project monitoring.

Finally, there is another risk related to any delay in the implementation of activities entrusted to national institutions, due to the complexities associated with this innovative process under Cuban conditions. Against this background, there is a need to systematically monitor substantive progress and incorporate key project milestones into the institutional and National Group work plans. To deal with the risk associated with disbursements that are not made in a timely manner, partnerships should be established with national and local entities to support the set of actions that are annually agreed upon.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
The U.S. blockade is intensified, making it difficult to sign contracts with international suppliers.	15	5	3	Use the experience gained by the UNDP Procurement Unit for import of goods and services required by the project. Develop a procurement plan from project inception.	Project Steering Committee
The country is affected by extreme natural, health and/or technological events (hurricanes, floods, droughts), making it necessary to set priorities for national institutions (see MC).	12	3	4	Anticipate and implement risk management plans for these events.	Project Steering Committee
The international economy undergoes deterioration.	9	3	3		
The process to update the economic model slows down.	5	1	5		
There remain gender standards and stereotypes that render it difficult to make differentiated financing needs visible and take action for increased gender awareness.	9	3	3	Support advocacy and communication activities.	Implementing agencies and National SDG Group
Programmatic risks					
There is no articulation among the multiple institutions involved in the project.	12	3	4	Involve all institutions in project governance mechanisms.	Project Steering Committee and National SDG Group

				Make the participation of all institutions visible. Strengthen the role of the National SDG Group.	
There is inadequate availability of and accessibility to disaggregated statistical data that facilitate timely decision-making.	20	4	5	Strengthen the role of the National Office of Statistics and Information (ONEI) as a key project stakeholder.	Project Steering Committee and ONEI
Institutional risks					
The representatives of institutions involved in the project change.	9	3	3	Ensure institutional commitments through the National SDG Group. Identify, together with the relevant institutions, the officials involved in project follow-up.	National SDG Group and national institutions
The implementation of activities by national institutions is delayed due to the complexities associated with this innovative process under Cuban conditions.	16	4	4	Systematically monitor substantive progress. Incorporate key project milestones into institutional and National Group work plans.	National institutions and Project Steering Committee
Fiduciary risks					
Disbursements are not made within established timeframes.	9	3	3	Establish partnerships with national and local entities to support the set of actions that are annually agreed upon.	Project Steering Committee
There is progress towards the monetary and exchange rate unification process, including new financial and budgetary accounting procedures.	9	3	3	Develop a response and adjustment plan with the participation of key institutions.	MEP, BCC, MFP

SIGNATURE PAGE

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Resident Coordinator Date and Signature Date: 30/03/2020	National Coordinating Authority Name of institution Name of representative Date Signature and seal
Participating UN Organization (lead/convening) Name of PUNO: ECLAC Name of Representative: Hugo Beteta Date: 30/03/2020 Signature and seal	
Participating UN Organization Name of PUNO: UNDP Name of Representative: Marihel C. Torres Date: 30/03/2020 Signature and seal	



El Ministro

La Habana, 30 de marzo de 2020

"Año 62 de la Revolución"

RS- 3655

Sra. Consuelo Vidal
Coordinadora Residente
Sistema de Naciones Unidas

Estimada Señora:

Como parte de la implementación de la Agenda 2030 en el país, se ha elaborado el Plan de Acción Nacional 2020, el cual establece las prioridades de trabajo y las acciones a desarrollar en el presente año. En este sentido, uno de los desafíos fundamentales para el país, es la identificación e integración de los mecanismos de financiación para la implementación de la Agenda 2030.

La propuesta al Fondo Conjunto de los ODS - segundo llamado, **componente 1**, referida a apoyar la creación de una nueva arquitectura para la financiación de los ODS a nivel de país -, fundamentada en detalle en el Programa Conjunto (PC), cuenta con el apoyo del Grupo Nacional para la Implementación de la Agenda 2030 y el Gobierno de Cuba, al tomar en consideración las prioridades nacionales enunciadas con anterioridad, abordando esta temática de manera integral y coherente.

Otro criterio adicional que respalda la propuesta, es su alineación con la implementación de PNDES 2030 y la Agenda 2030 en el país, así como con el Marco de Cooperación del Sistema de Naciones Unidas (resultado 1, 1.2, 2 y 2.4). Así mismo, impactará directamente en el cumplimiento de las metas

del ODS 17 (17.1, 17.3, 17.4, 17.5, 17.14, 17.18 y 17.19) y contribuirán al logro de metas del ODS 1, 3, 5, 8, 9, 10, 11 y 15, evidenciándose su efecto transversal y su importancia estratégica.

El diseño de un Marco Nacional Integrado de Financiamiento (MNIF) para financiar los ODS constituirá una herramienta de planificación, definición y evaluación de políticas de financiación, útil para mejorar la efectividad de las mismas y fomentar la movilización de recursos que se destinan a los ODS. Este propósito se complementa con la continuidad y perfeccionamiento del proyecto Laboratorio-ODS.

Los resultados esperados prevén evaluar la arquitectura actual de financiación de los ODS e identificar los potenciales recursos adicionales necesarios para acelerar su implementación. Adicionalmente, permitirá diseñar un marco de políticas de financiamiento ODS articulado y alineado con las prioridades nacionales de desarrollo sostenible y las áreas de acción de Addis Abeba (AAAA); se contará con mecanismos fortalecidos de monitoreo y revisión de los impactos de la financiación de los ODS y las capacidades institucionales y mecanismos mejorados de gobernanza y coordinación de políticas vinculados a la financiación de los ODS.

En espera de su acostumbrada consideración.

Atentamente,


Alejandro Gil Fernández