

Joint Programme Document:

Joint Programme Document:

SDG Localization in Zambia



JOINT
SDG
FUND



Joint Programme Document Integrated Policy and Capacity Funding Track

Cover-page

MPTFO Project Reference Number	<i>(Leave blank, for automatic population in Quantum)</i>
Country	Zambia
Region	Africa
Joint programme title:	SDG Localization in Zambia
Duration:	<i>12 months</i>
Anticipated start and end dates:	<i>11/2024 to 10/2025</i>
Short description:	<p>This joint program (JP) aims to strengthen the localization of SDGs in Zambia by ensuring that local authorities and community structures are better positioned to coordinate, finance, and deliver social services while leaving no one behind and hence accelerate SDG implementation. Zambia has made numerous efforts since independence to strengthen local governance systems. In 2002, the country adopted the first National Decentralization Policy, which has since been revised twice, in 2013 and 2023. However, past efforts to actualize this aspiration have been negatively impacted by several factors, which include constraints in the legislative framework, political economy, and weak capacity at various levels, especially the sub-national levels. This JP will leverage existing government-led but UN-supported interventions and relationships at national and sub-national levels to enable local authorities and community structures to coordinate, finance, and deliver social services to accelerate SDG implementation. The core Theory of Change (ToC) around Zambia’s localization of SDGs is that by supporting the evidence, financing, and capacity for decision-making at sub-national levels, the local authorities will be better informed and empowered to make development priorities and management decisions that will enhance the country’s ability to attain the SDGs by 2030. Based on this ToC, the JP aims at delivering the following outputs: Output 1 - access to data for planning and decision-making improved; Output 2 - financing pathways for accelerating SDG implementation identified; and Output 3 - budgeting and planning coordination improved.</p>
Joint Programme team:	
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PUNO 3 JP Focal point	<i>UNICEF, Mervis Pepino, Social Policy Officer, mpepino@unicef.org</i>
Total budget:	\$310,089
Source of funds:	
UN Joint SDG Fund	<i>\$ 249,875</i>
PUNO 1 co-funding	<i>\$ 15,213</i>
PUNO 2 co-funding	<i>\$ 20,000</i>
PUNO 3 co-funding	<i>\$ 25,000</i>
Government co-funding	
International donor co-funding	
Other sources co-funding	
Legal context	<p><i>This section refers to cooperation or assistance agreements that form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme.</i></p> <p><i>In countries with a CF: The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2023-2027). It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of Zambia and each Participating UN Organization.</i></p> <p>Below is the legal agreement as enshrined in the CF:</p> <p>Whereas the Government of Zambia (the “Government”) has entered into the agreements listed below with the United Nations, including its Funds, Programmes and other subsidiary organs, and other organizations of the United Nations System (“UN System Organizations”), which apply to their program activities in Zambia (the “UN Agreements”) under the United Nations Sustainable Development Cooperation Framework (the “Cooperation Framework”);</p> <p>The United Nations Development Programme (UNDP) was a basic agreement to govern UNDP’s assistance to the country, which was signed by the Government and UNDP (the “Standard Basic Assistance Agreement” or “SBAA”) on 14 October 1983. This Cooperation Framework, together with a joint results group work plan specifying UNDP program activity further to this Cooperation</p>

Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a “project document” as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.

With the United Nations Children’s Fund (UNICEF), a Basic Cooperation Agreement (BCA) was concluded between the Government and UNICEF on 01 September 1994.

With the United Nations Population Fund (UNFPA), an agreement by an exchange of letters of 10 September 1996 and 17 May 2002, pursuant to which the Standard Basic Assistance Agreement concluded on 14 October 1983 between the United Nations Development Programme and the Government of the Republic of Zambia shall *mutatis mutandis* apply to the activities and personnel of UNFPA in Zambia

Joint Programme Profile

<p>Contribution to Cooperation Framework Outcome(s) and Output(s)</p>	<p>Outcome 3: By 2027, all people, including the marginalized and vulnerable groups, participate in and benefit from sustained peace, democracy, human rights, the rule of law, justice, non-discrimination, equality, and inclusive and transformative governance</p> <p>Output 3.1: Institutions and systems for legal identity, peace, justice, and essential social services at central and decentralized levels have the required policy/legal frameworks and capacities to accountability and transparently deliver effectively, efficiently, and inclusively on their mandates, especially for the most vulnerable and marginalized including in crises</p> <p>Output 3.2: More people, including marginalized and vulnerable groups, are empowered to access information and claim their rights, seek protection and remedies from the State, and participate in democratic processes</p> <p>Output 3.3: More people and the State have capacities to jointly take measures to end discrimination and exclusion, resist negative social norms and practices, and end violence against women and children, including in humanitarian settings</p>
<p>SDG Targets directly addressed by the Joint Programme</p>	<p><i>List min 2 and max 6 SDG targets that the JP will address</i></p> <p>SDG 1. No Poverty: Targets 1, 2, 4, a</p> <p>SDG 5. Gender Equality: Targets 1, 2, 4, 5</p> <p>SDG 10. Reduced Inequalities: Target 10.3</p> <p>SDG 16. Peace, Justice and Strong Institutions: Targets 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 16B</p> <p>SDG 17. Partnerships for the Goals</p>
<p>Expected key results of the Joint Programme</p>	<p><i>Include (up to) 3 main expected results</i></p> <p>Output 1: Access to data for planning and decision-making improved</p> <p>Output 2: Financing pathways for accelerating SDG implementation identified.</p> <p>Output 3: Budgeting and planning coordination improved</p>
<p>Anticipated direct beneficiaries</p>	<p><i>3,741,039</i></p>
<p>Anticipated financial leverage</p>	<p><i>\$310,089</i></p>
<p>Localization marker score</p>	<p>3</p>
<p>The primary focus on SDG Transitions in the JP. <i>Select all that are incorporated into the JP strategy and results.</i></p>	<p><input checked="" type="checkbox"/> Digital Transformation</p> <p><input type="checkbox"/> Food Systems</p> <p><input type="checkbox"/> Decent Jobs and Universal Social Protection</p>

	<input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Transforming Education <input type="checkbox"/> Climate, Biodiversity, Pollution
<p>Main engine room actions that the JP supports.</p> <p><i>Select all that are incorporated into the JP strategy and results.</i></p>	<input checked="" type="checkbox"/> Shifts across policy and regulatory frameworks <input checked="" type="checkbox"/> Capacity building at scale <input type="checkbox"/> Deal room (financing mix) <input type="checkbox"/> Pipeline of bankable and market-ready projects

JOINT PROGRAM DESCRIPTION

Situation analysis *(maximum of 500 words)*

A devolved system of governance is crucial for promoting citizens' rights to participate in local governance and achieving the Sustainable Development Goals (SDGs). Zambia's decentralization journey began in the 1960s with the enactment of the Local Government Act No. 30 of 1965. The first National Decentralization Policy (NDP) was adopted in 2002 and revised in 2013 and 2023. Despite these efforts, significant progress was only made with the 2023 NDP, which devolved eight central government functions to local authorities. The 2020 Planning and Budgeting Act mandates the development of National Development Plans at all levels, including the local level. However, many local authorities still lack plans at the smallest administrative unit, the ward.

To enhance community participation in the devolved governance system, the government increased the Constituency Development Fund (CDF) by 1500% in 2022. The CDF's expenditure is determined at the community level and should ideally align with ward development plans. However, several factors have hindered past efforts, including legislative constraints, political economy issues, and weak capacity, particularly at sub-national levels. The 2023 NDP and its Detailed Implementation Plan emphasize the need to strengthen the capacity of local authorities to mobilize and engage stakeholders, especially women, youth, and vulnerable groups, in program implementation and public service delivery.

A significant weakness is the lack of disaggregated data at subnational levels. Most reports focus on national and provincial estimates, overlooking district, constituency, and ward levels. There is a need for improvements in age, sex, and disability-disaggregated data collection and gender analysis. The 2023 Voluntary National Review highlighted the importance of data disaggregation for identifying marginalized groups and designing targeted interventions.

While local authorities receive grants from the central government, their strategies for local resource financing to fund SDGs remain weak, with collection efficiency as low as 3% in some areas. This lack of comprehensive understanding of district development financing limits their ability to attract additional resources for accelerating SDG implementation. Additionally, the limited coordinated efforts among key stakeholders have hindered the efficient allocation and utilization of resources at the local level. Furthermore, misalignment between national, regional, and local planning frameworks creates inconsistencies in policy implementation, obstructing SDG integration and delaying their localization.

However, the government has taken leadership in previous efforts to collaborate with development partners to enhance national capacities for planning, monitoring, advocacy, and dialogue around the SDGs. With support from the UN in Zambia, the government has been strengthening the capacity of the Zambia Statistics Agency, the Ministry of Finance and National Planning, and local authorities to collect and analyse data for monitoring the SDGs. Other efforts by the government include paving the way for the establishment of a framework for financing SDGs that addresses systemic, policy, and institutional coherence within the national economic landscape. The Ministry of Finance and National Planning has further sought support from the UN to harmonize existing legislative and policy frameworks. This

alignment aims to ensure that decentralization is consistent with the national budgeting process and that local-level planning is integrated with national development planning.

Programme Strategy and theory of change *(maximum of 1500 words)*

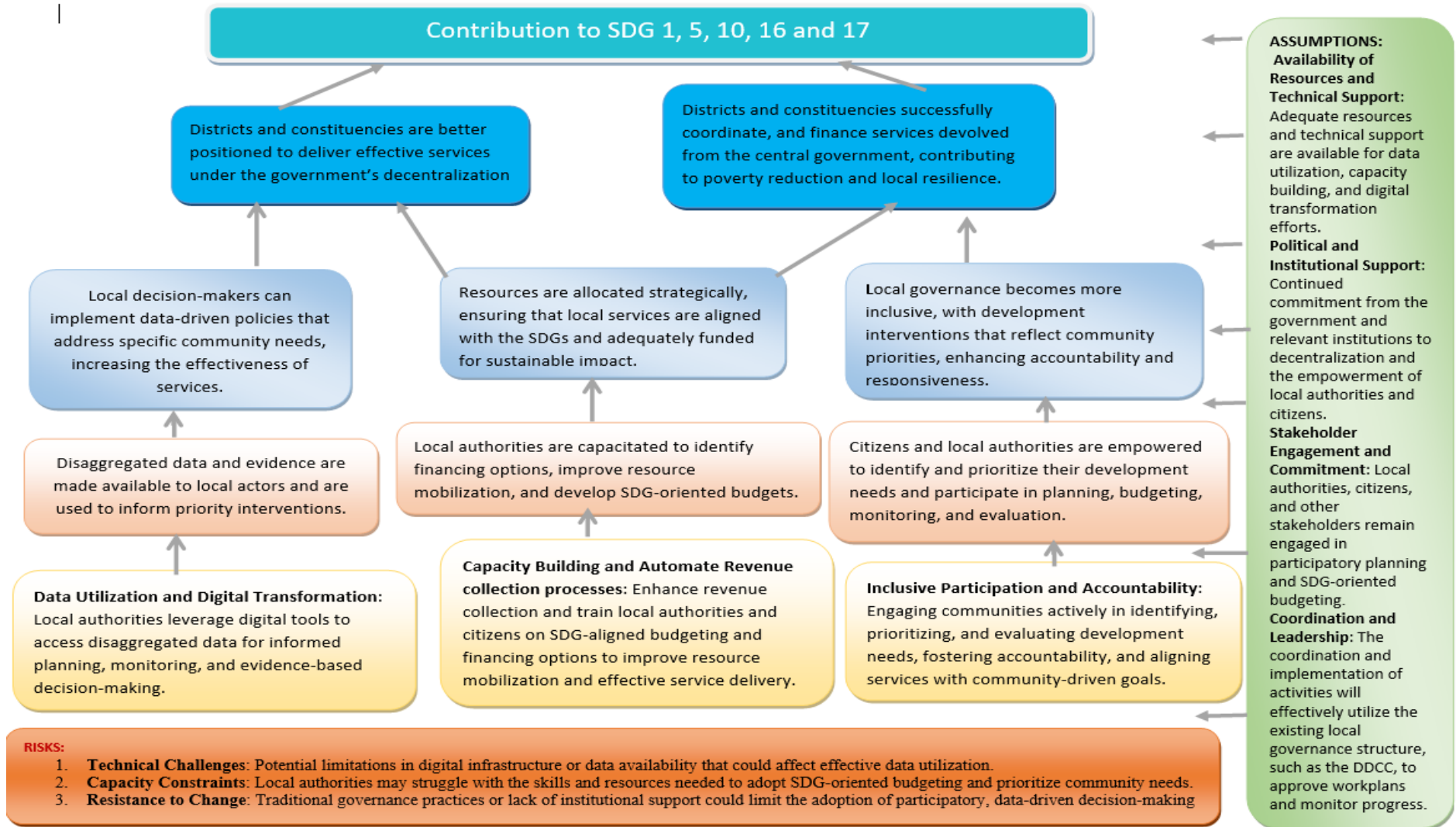
The programme will build on achievements and lessons learnt from the SDG Fund - Integrated National Financing Framework (INFF) joint programme. The programme will under each output work at national level and at district level for sustainability and scalability purposes. The districts will be selected based on existing joint work, equity criteria and opportunities for scale up. This programme will be aligned with the on-going UN joint programme Gender Equality and Women's Participation Initiative.

Theory of Change (ToC)

The Theory of Change (ToC) for the localization of the SDGs focuses on strengthening local capacity to generate resources, plan, and budget effectively, and increase the use of evidence for decision-making at sub-national levels. This ToC is based on the assumptions that the Government of Zambia will continue to implement its Decentralisation Policy and ensure that all local authorities access the required local resources through the CDF and are able to develop output-based budgets. This TOC can be summarised as follows:

1. **If** disaggregated data and evidence are made available for local actors, and are used to inform priority interventions;
2. **If** the local authorities are capacitated to identify financing options, develop and deliver SDG-oriented budgets; and
3. **If citizens and local authorities** are capacitated and empowered to identify and prioritize their development needs, participate in planning, budgeting, monitoring and evaluation; and
4. **then** districts and constituencies will be better positioned to deliver services under the government decentralization agenda **and;** will be able to more successfully coordinate and finance services that have been devolved from central government to contribute to poverty reduction, and
5. **then** Digital Transformation will support progress in other SDG accelerators as local authorities leverage disaggregated data to inform interventions, identify financing options for SDG-oriented budgets, and empower citizens to participate in the planning and evaluation of services, leading to more effective and sustainable development outcomes at the district and constituency levels.

Figure 1: Theory of Change



Program Results

Outcome: By September 2025, local authorities and community structures are better positioned to coordinate, finance, and deliver social services to accelerate SDG implementation

Output 1: Access to data for planning and decision-making improved

This output will be achieved through the following key activities: i) update the National Carrying Capacity Assessment (CCA) data collection tool to ensure that it is gender-transformative; ii) conduct the updated CCA in selected districts; and iii) produce and disseminate CCA reports.

Anchored on the 2019 National Population Policy, the CCA is a novel data collection technique developed by the Department of Population and Development at MoFNP, which has so far covered 23 out of Zambia's 116 districts. This tool was designed to determine the institutional capacity of each district to provide, among others, the following services: education, health, piped water, electricity. This output will generate disaggregated data to enable gender-transformative planning and budgeting processes. Specific indicators will be established to measure the participation of women and the effectiveness of gender-disaggregated data in informing local decisions. Additionally, the JP will strengthen the institutional framework for gender mainstreaming by providing targeted training and resources to local authorities to ensure that gender equality is systematically integrated into all planning and budgeting processes. The JP will support the application of the CCA in selected districts, complemented with gender-responsive and digitalised approaches. Coordination among stakeholders, including local authorities, community-based organizations will be facilitated through regular multi-stakeholder forums. These forums will ensure that high-quality expertise is secured, and innovative solutions are shared and implemented across districts. Additionally, a detailed coordination framework will be developed, outlining the specific roles and responsibilities of each stakeholder and the mechanisms for effective collaboration. The analysis and dissemination of the CCA findings will include MoFNP, Gender Division, District Development Coordinating Committees and women-led and community-based organisations.

Output 2: Financing pathways for accelerating SDG implementation identified and strengthened

This output will be achieved through the implementation of the following key actions: i) develop a National Comprehensive Revenue Enhancement Plan Framework; ii) develop revenue enhancement plans in selected districts; and iii) facilitate the implementation of an automated revenue collection system in selected districts.

In 2023, the UN supported, at the request of the Ministry of Finance and National Planning, the government in conducting Development Financing Assessments at both national and sub-national levels, revealing significant challenges such as the lack of financial strategies among local authorities for enhancing own-source revenues. The national collection efficiency of Own Source Revenue (OSR) stands currently at only 37 percent.

The JP will support the Ministry in developing a National Revenue Enhancement Plan Framework to support local governments in mobilizing revenue across all 116 districts. This plan will be initially standardized for all districts, followed by a pilot phase in three districts to test and refine the approach to ensure scalability. Local authorities in the three pilot districts will be trained to build and maintain a

comprehensive taxpayer database, improving accountability and revenue tracking. Special attention will be given to property tax, a critical component of OSR, which faces challenges, particularly in areas where property is under traditional authority, which limits the collection of property tax. The JP will support community sensitization efforts to allow local authorities to effectively collect property taxes. This will complement on-going government efforts at local levels meant to increase revenue collection to stimulate economic growth, foster rural development, and streamline tax compliance mechanisms.

Additionally, the JP will automate revenue collection processes in the three pilot districts by integrating mobile money payment solutions, which will digitize the revenue collection process. This will reduce the need for physical cash collection, thereby increasing efficiency and reducing financial leakage. These digital solutions will be scaled up alongside the revenue enhancement plans, contributing significantly to the overall digital transformation.

Output 3: Budgeting and planning coordination improved

This output will be achieved through the implementation of the following key actions: i) develop a new national budgeting manual for local authorities; ii) promote the use of interlinkage software for budgeting; iii) develop a standard orientation kit on the National Planning and Budgeting Act; and iv) build the capacity of district planners and Ward Development Committees (WDCs) to develop budgets using gender transformative approaches.

To advance decentralization and enhance local budgeting, the Ministry of Local Government and Rural Development, with UNICEF's support, transitioned all 116 local authorities to an Output-Based Budgeting system. This system links budgeting directly to measurable outputs, improving accountability and resource efficiency. However, local authorities still use the outdated 2009 Budgeting Manual, which does not align with current national plans like the 8NDP and SDGs.

To address this, the JP will support the government in developing a new Local Authority Budgeting Manual that aligns with national decentralisation policies, gender-responsive practices, and various strategic plans. This manual will enhance local planning and budgeting for education, health, nutrition and social protection and complement capacity building to mainstream gender and disability in district budgets. Despite the manual being used in all districts once developed, as part of the rollout, the programme will focus on building the capacity of three districts mentioned in Output 2 to effectively apply the new manual, including gender transformative approaches. Technological advancements will also play a crucial role in the initiative. The programme will provide support to customize the existing digitized budget software for local authorities and build their capacity to effectively use it. This customization will ensure the software meets the specific needs of district-level operations, enabling seamless real-time budget-data transfer between local and central governments. By modernizing the budgeting manual and integrating advanced technology, the initiative aims to significantly improve the planning, budgeting, and monitoring processes at the local level, thereby supporting the government's vision for enhanced local governance.

The programme will further develop a standard orientation kit on the National Planning and Budgeting Act (NPBA) No. 1 of 2020 to enhance budget and planning capacity at the local level, aligning with the National Decentralization Policy. This kit will help bridge gaps in planning processes. To ensure effective

implementation, a national Trainer of Trainers approach will be rolled out targeting all ten Provincial Local Government Officers.

List of marginalized and vulnerable groups	Dedicated Output
Women and girls	1, 2 and 3
Children	1, 2 and 3
Youth	1, 2 and 3
Persons with disabilities	1, 2 and 3
Older persons	1, 2 and 3

Most relevant recommendations from UN Human Rights Mechanisms that the implementation of the programme will contribute to:

(a) Recommendation 32 of the Universal Periodic Review: The Government of Zambia is encouraged to strengthen its efforts to ensure the full and effective participation of women and girls in all aspects of decision-making, including at the local level. The programme will support the participation of women and girls in decision-making at all levels, including through training and capacity building.

(b) Recommendation 18 of the Committee on the Rights of Persons with Disabilities: The Government of Zambia is encouraged to take measures to ensure that persons with disabilities have access to all aspects of society, including employment, healthcare, and transportation. The programme will support the development and implementation of policies and programs to promote the inclusion of persons with disabilities in data analysis and programming.

Sustainability and Exit Strategy *(maximum 500 words)*

The interventions of the JP are closely aligned with the 8th National Development Plan, effectively contributing to the Zambian Government’s development agenda and its focus on decentralization. The 8NDP emphasizes decentralization to enhance community-level service delivery. This alignment is further supported by the National Decentralization Policy of 2023, which facilitates the devolution of functions and resources to improve local governance.

By leveraging structures established by the Planning and Budgeting Act of 2020 and the Local Government Act of 2019, which includes several structures such as WDCs and prescribes the Integrated Development Plans (IDPs), the JP strengthens local authorities' capacities, making governance more efficient and autonomous.

The updated CCA tool will enable timely and routine collection of gender-responsive and disaggregated data across all districts. To ensure sustainability, local authorities will be trained in the use of these tools and provided with the resources needed to maintain them independently after the program ends.

Additionally, a clear exit strategy will be implemented, outlining the steps for transitioning responsibilities to local authorities and ensuring that they have the capacity to continue these initiatives. This will include establishing long-term partnerships with local institutions and securing commitments from the government to support ongoing activities. Once adopted, the government will leverage local (e.g. CDF) and other resources to ensure that these data are available for decision-makers at all levels.

Developing Local Financing Strategies and a Revenue Enhancement Plan Framework result in increased revenue generation across all 116 districts. By boosting Own Source Revenue (OSR) through property taxes and exploring public-private partnerships (PPPs) and green financing options, the JP establishes sustainable revenue streams for ongoing and future development. Strengthening local financial management enables authorities to independently maintain and expand services, aligning with decentralization goals and SDGs.

Updating the Local Authority Budgeting Manual ensures that budgeting practices align with national strategic plans, including the SDGs and the 8NDP. Implementing digitized Interlinkage Software improves budgeting efficiency and transparency by enabling real-time data transfer between local and central government levels. The pilot phase in three districts, combined with targeted capacity-building initiatives, models broader implementation. The experiences and lessons learned guide other districts in adopting the new manual and tools, ensuring nationwide consistency and effectiveness.

The JP's approach guarantees that interventions are sustainable and scalable. To ensure scalability, successful activities in the selected districts will be systematically documented and shared across all 116 districts. For instance, the CCA tool and revenue enhancement plans developed under this JP will serve as templates for broader implementation. Additionally, capacity-building initiatives, particularly those involving gender-responsive budgeting and digitalized interlinkage software, will be piloted in three districts with a clear strategy for phased expansion to other districts based on lessons learned and best practices. The UN will bring together their agency expertise and tools and those of the IFIs and other partners to support a comprehensive approach to deliver an integrated national financing framework related to government reforms. By building local capacities and integrating new practices into existing frameworks, the JP will deliver long-lasting, far-reaching benefits.

Steering and management arrangements *(maximum 500 words)*

Governance and implementation arrangements

The Oversight Committee will be anchored in the United Nations Sustainable Development Cooperation Framework (2023-2027) and will function under the rules and regulations set under this framework. The programme will avoid to the extent possible fragmented piecemeal approach of multiple agencies, while maximizing collaboration among Participating UN Organizations (PUNOs). It will also bring the SDG localization agenda to dialogue with key governmental actors around budgeting reform in tandem with the National Decentralization Policy. The Steering Committee, will be co-chaired by the Ministry of Finance and National Planning (MOFNP), a signatory of the Joint Programme (JP), and the Resident Coordinator (RC), ensuring high-level oversight and strategic guidance for the initiative. The committee will include key representatives from the Ministry of Local Government and Rural Development (MLGRD),

and the Ministry of Community Development and Social Services (MCDSS). Additionally, the CEOs of local authorities from the three pilot districts.

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:

- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme; 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. Each PUNO will be responsible for the M&E in the results they play a lead role in delivering.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of the 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. The joint programme will allocate resources for monitoring and evaluation of the budget. Data for all indicators of the results framework will be shared with the Fund Secretariat regularly to allow it to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

The joint programme will be subjected to a joint final assessment and review, facilitated by an independent evaluator to document lessons learned and good practices for scaling up.

Monitoring, accountability, financial management, and public disclosure

Standard text – do not change

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon requested. Additionally, the Joint SDG Fund Secretariat may

request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

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

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.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility 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 Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7%, with exception of WFP and UNHCR which should be 6.5%. 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. 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.

Annex 1: Integrated results framework and workplan

Remarks:

- *TO BE ATTACHED TO THE ONLINE APPLICATION AND ALSO FILLED OUT BELOW*
- *The link with CF should be reflected through at least one CF outcome indicated in the Joint Programme profile, but not a part of the JP Results Framework, as well as through CF outputs.*
- *There should be a maximum of 4 outputs in total, with at least one from the CF.*
- *Add one additional output that integrates joint programme management, monitoring and reporting, and communications.*
- *All results and related budgets under a JP are tagged as 'joint' in UN Info and UNO ERP systems for reporting on the QCPR and Funding Compact.*
- *A minimum of 5% percent of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications.*
- *For [gender equality, human rights, and peace markers \(the latter optional\)](#) as well as [QCPR function](#) the coding is done per output. Further annex provides total scoring and justification*

JP Outputs

Output 1.: Access to data for planning and decision-making improved			
Output indicator 1.1: National Gender-responsive CCA data collection tool developed	Baseline: No	Target: Yes	Means of verification: Updated CCA data collection tools
Output indicator 1.2: Number of districts with geo-referenced and gender-transformative CCA Reports	Baseline: 0	Target: 3	Means of verification: Carrying Capacity Assessment Report
Output 2: Financing pathways for accelerating SDG implementation identified			
Output Indicator 2.1: National Revenue enhancement plan guide validated by the government	Baseline: No	Target: Yes	Means of Verification: Revenue enhancement plan guide
Output Indicator 2.2: Number of districts with a district revenue enhancement plans implemented	Baseline: 0	Target: 3	Means of Verification: Districts with revenue enhancement plans
Output Indicator 2.3: Numbers of districts using automated revenue collection systems	Baseline: 0	Target: 3	Means of Verification: automated revenue collection systems in place

Output 3: Budgeting and planning coordination improved			
Output Indicator 3.1: New budgeting manual for local authorities available	Baseline: No	Target: Yes	Means of Verification: New budgeting manual
Output Indicator 3.2: Number of districts using the interlinkage software for budgeting	Baseline: 0	Target: 3	Means of Verification: Software usage reports
Output Indicator 3.3: Standard orientation kit on the National Planning and Budgeting Act available	Baseline: No	Target: Yes	Means of Verification: Toolkit for the planning and budgeting act
Output Indicator 3.4: Number of Ward Development Committees with the capacity to conduct gender-transformative planning and budgeting	Baseline: 0	Target: 9	Means of Verification: Number of local stakeholders with enhanced capacity to develop gender-sensitive budgets through digital tools.

JP contribution to Joint SDG Fund global indicators (select only relevant indicators for the JP)

Engine room 1. Shifting policy/regulatory frameworks			
Number of new or enhanced the integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.	Baseline:	Target:	MOV:
Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support.	Baseline:	Target:	MOV:
Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind.	Baseline:	Target:	MOV:
Engine room 2. Capacity building at scale			
Number of governmental (both at central and sub-central levels) and non-governmental organizations with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support.	Baseline: 0	Target: 4	MOV: Training Reports, pre- and post-

			assessment reports
Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).	Baseline: 0	Target:4	MOV: Programme Quarterly Reports
Number of experts identified and deployed to support RCs/UNCTs on SDG acceleration with Joint SDG Fund support.	Baseline: 0	Target: 3	MOV: Programme Quarterly Reports
Engine room 3. Developing market-ready pipeline of actions.			
Number of integrated multi-sectoral financing solutions or instruments created and launched with Joint SDG Fund support, disaggregated by theme/type.	Baseline:	Target:	MOV:
Number of actions, projects, businesses or organizations identified for inclusion in market-ready pipeline with Joint SDG Fund support.	Baseline:	Target:	MOV:
Ratio of actions, projects, businesses or organizations securing funding and receiving investments, in relations to those identified with Joint SDG Fund support.	Baseline:	Target:	MOV:
Engine room 4. Devising a financing mix (deal room)			
Amount in US\$ of financing leveraged for integrated multi-sectoral solutions, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).	Baseline:	Target:	MOV:
Ratio of financing leveraged for integrated multi-sectoral solutions against the committed funds provided by the Joint SDG Fund.	Baseline:	Target:	MOV:
Number of investors providing direct financing to integrated multi-sectoral solutions developed, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).	Baseline:	Target:	MOV:

Joint Programme Work Plan

Output	Geographic focus	Start	End	PUNO	SDG Target	Human Rights Marker	Gender Marker	QCPR function	Available Budget (US\$)
Output 1. Access to data for planning and decision-making improved	Eastern and North-Western Provinces	2024	2025	UNFPA	17.18 17.19	2	2	3	45,000
Output 2: Financing pathways for accelerating SDG implementation identified	Eastern and North-Western Provinces	2024	2025	UNDP	17.3	2	2	4	15,000
				UNICEF	17.9.1	2	2		36,000
Output 3. Budgeting and planning coordination improved	Eastern and North-Western Provinces	2024	2025	UNICEF	17.9.1	2	2	4	45,000
				UNFPA	17.9.1	2	2		36,041
				UNDP	17.9.1	2	2		15,000
				UNDP	17.16.1	2	2		29,690
				UNDP	17.16.1	2	2		15,281
				UNFPA	All SDGs	2	2		5,292
				UNICEF	All SDGs	2	2		7,571
Total									249,875

Annex 2: Risk Matrix

Assess the main risks related to implementation of the JP in the simplified risk matrix below. Risk level should be determined by multiplying the likelihood by the impact. Risk level should be described as Very High, High, Medium, or Low based on the image below. See further instruction below (delete the instructions before finalizing the ProDoc)

Risks	Categories	Risk Level: (Likelihood x Impact, as per instructions)	Likelihood: Certain - 5 Likely - 4 Possible – 3 Unlikely - 2 Rare – 1	Impact: Essential – 5 Major - 4 Moderate - 3 Minor – 2 Insignificant - 1	Mitigation measures	Risk owner
Social and Environmental risks						
- Gender - programme interpretation confirms sense of male marginalization	1.2	6	2	3	Communicate positive impact on all population groups once gender-sensitive approaches are being applied	UNFPA, UNDP, UNICEF
- Sexual exploitation and abuse	1.12	8	2	4	Programme does not foresee direct engagement with beneficiaries, but the risk of SEAH in a country with a high prevalence of GBV is possible. UNCT Zambia recently drafted the UN Zambia SOP and also has a PSEA multi-year action plan All UN agencies have trained	UNFPA, UNDP, UNICEF

					and experienced internal focal points of all UN agencies.	
Financial risks						
- Corruption and Fraud	2.3	8	2	4	Continued capacity building and adequate oversight on HACT framework and its implementation as well as spot-checks which are done by UN agencies.	UNFPA, UNDP, UNICEF
Operational risks						
- Leadership & management; government staff turn-over at district level specifically	3.3	6	2	3	Use existing government structures like the NDCC, CAGs, TWGs, WDCs, National SDG Steering committee to support implementation	UNFPA, UNDP, UNICEF
- Synergy potential (linking with other initiatives as relevant) - specifically IFI programmes	3.5	6	2	3	Continuous engagement with a wide range of stakeholders, including IFI, on the design and progress of the programme	UNFPA, UNDP, UNICEF
Organizational risks	No specific risks expected during the implementation of this programme	-	-	-	-	-

Political risks	No specific risks expected during the implementation of this programme	-	-	-	-	-
Strategic risks						
- Capacities of partners	7.3	6	2	3	Continuous investment in capacity development and systems strengthening of government staff at national and sub-national level.	UNFPA, UNDP, UNICEF
Safety and Security risks						
- Natural hazards	8.5	8	2	4	Work with local authorities, Disaster Management and Mitigation Unit and UNDSS if the 2023-2024 El Nino/La Nina unexpectedly impacts one of the selected districts	UNFPA, UNDP, UNICEF, UNDSS

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to massive or irreparable damage or disruption
Likely	The event will probably occur in most circumstances	Once every two months or more frequently	Major	An event leading to critical damage or disruption
Possibly	The event might occur at some time	Once a year or more frequently	Moderate	An event leading to serious damage or disruption
Unlikely	The event could occur at some time	Once every three years or more frequently	Minor	An event leading to some degree of damage or disruption
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to limited damage or disruption

Likelihood	Consequences					Level of risk	Result
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)		
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)	High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)		
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)	Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)		
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)	Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Risk Categories (for reference)

1.Social and Environmental	2. Financial	3.Operational	4.Organizational	5. Political	6.Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights	2.1. Cost recovery	3.1. Alignment with national priorities	4.1. Governance	5.1. Government commitment	6.1. Changes in the regulatory framework within the country of operation	7.1. Theory of change	8.1. Armed Conflict
1.2. Gender	2.2. Value for money	3.2. Responsiveness to lessons learned and evaluations	4.2. Monitoring	5.2. Political will	6.2. Changes in the international regulatory framework affecting the whole organization	7.2. Alignment with UN Strategic priorities	8.2. Terrorism
1.3. Biodiversity and use of natural resources	2.3. Corruption and fraud	3.3. Leadership & management	4.3. Independence and quality of evaluation	5.3. Political instability	6.3. Deviation from UN internal rules and regulations	7.3. Capacities of the partners	8.3. Crime
1.4. Climate change and disaster	2.4. Fluctuation in credit rate, market, currency	3.4. Flexibility and opportunity management	4.4. Knowledge management	5.4. Change/turnover in government		7.4. Roles and responsibilities among partners	8.4. Civil Unrest
1.5. Community health and safety	2.5. Delivery	3.5. Synergy potential (linking with other initiatives as relevant)	4.5. Grievances			7.5. Code of conduct and ethics	8.5. Natural Hazards
1.6. Labour conditions/standards		3.6. Reporting and communication	4.6. Due diligence of private sector partners			7.6. Public opinion and media	8.6. Manmade Hazards
1.7. Cultural heritage		3.7. Partnership	4.7. Human Resources			7.7. Synergy with UN / Delivery as One	
1.8. Rights of Indigenous Peoples		3.8. Capacity development of national partners	4.8. Budget availability and cash flow				
1.9. Displacement and resettlement			4.9. Internal control				
1.10. Pollution and resource efficiency			4.10. Procurement				
1.11. Stakeholder engagement							

1.12. Sexual exploitation and abuse		3.9. Engagement of national partners in decision-making 3.10. Transition and exit strategy	4.11. Innovating, piloting, experimenting,				
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Annex 3: Localization, Gender Equality, and Human Rights Markers

SDG Localisation Marker

Please see refer to the detailed guidance on applying the marker here: <https://www.jointsdgfund.org/publication/sdg-localization-marker>

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
Programme Design	<ul style="list-style-type: none"> Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization? 	Yes	The Programmes results are aligned such as target 17.18 on capacity building for data which is key for SGD localization.	Refer to the Results Framework
	<ul style="list-style-type: none"> Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization? 	Yes	A significant proportion (87%) of the budget will address data collection and evidence gathering, advocacy/training	Refer to JP Workplan
	<ul style="list-style-type: none"> Were local and regional governments actively engaged and consulted during the programme design phase? 	Yes	The local and regional (provincial) authorities and the Ministry of local government and Rural Development were consulted on several planned activities and were	Local level DFA report

			part of the planning process from the beginning. The recommendations coming from consultations formed the basis for this project.	
	<ul style="list-style-type: none"> Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase? 	Yes	Local service providers, which includes among others the private sector (businesses), CSOs and other non-state actors were part of those engaged during the consultative meetings on the implementation plans of the 8NDP	Provincial and national implementation plans
Advocacy	<ul style="list-style-type: none"> Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience? 	Yes	The district CCA is a novel way of collecting data on key development indicators, whose data will be key to designing new interventions as well	District Carrying Capacity Assessment (CCA) Report

			as knowledge generation	
	<ul style="list-style-type: none"> Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders? 	Yes	Training activities and community engagements will be part of the project	Quarterly Reports
Actions	<ul style="list-style-type: none"> Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind? 	Yes	This project will leverage on the Country's Decentralization Policy, whose objective is to devolve planning and budgeting processes to the local authorities	Ward/ Constituency/ District Development Plans
	<ul style="list-style-type: none"> Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level. 	Yes	The project will work with various community leaders at Zone, Ward, Constituency, District and Provincial Levels including non-governmental or private sector players	Quarterly Reports

	<ul style="list-style-type: none"> Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global. 	Yes	The project will work with various community leaders at Zone, Ward, Constituency, District and Provincial Levels including non-governmental entities.	Quarterly Reports
	<ul style="list-style-type: none"> Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc. 	Yes	The project will support improvement of subnational own source revenue which will be very critical in providing services to the communities and financing SDGs through local spending. This will lead to expanded fiscal space at district level and improved resource generation. Through the guidelines that will be included in the budgeting manual, local authorities will also now be mandated to have a	Ward/ Constituency/ District Development Plans, Quarterly Reports

			more participatory budgeting and planning system from community to district level.	
Accountability & Sustainability	<ul style="list-style-type: none"> Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels? 	Yes	The JP will rely on the national development planning framework and follow the existing reporting structures from the Ward Development Coordinating Committee to the National Development Coordinating Committee	8th National Development Plan and its M&E framework
	<ul style="list-style-type: none"> Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders? 	Yes	The project will use the catalytic funds on a few (9) Wards and use the experience from these Wards to scale up in other areas that will not be part of the project. Local authorities will leverage CDF resources to sustain	Ward/ Constituency/ District Development Plans, Quarterly Reports

			and scale up lessons from this JP	
Criteria for Scoring <ul style="list-style-type: none"> ● Marker 3: Between 9 and 12 criteria marked as Yes. ● Marker 2: Between 4 and 8 criteria marked as Yes. ● Marker 1: Between 1 and 3 criteria marked as Yes. ● Marker 0: None of the criteria marked as Yes. 		Total # of Yes	12	

Gender Equality Marker

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	GEM Score	Justification
Output 1. Access to data for planning and decision-making improved	2	There is significant consideration of gender equality/women’s empowerment. This output will not only avail sex-disaggregated data but will develop a national tool that promotes gender-transformative data collection and analysis.
Output 2: Financing pathways for accelerating SDG implementation identified	2	Based, on the data analysis under output 1, the project will use this evidence to identify the needs of each population group and design appropriate interventions.

Output 3. Budgeting and planning coordination improved	3	Based on the data analysis under output 1 and identified needs under output 2, the project will build local capacities to ensure gender-responsive budgeting is systematically integrated across all planning processes. This will include the development of comprehensive gender audits and the establishment of accountability mechanisms to monitor and report on gender-related outcomes.
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Human Rights Marker

Please copy the output as per in the workplan and add the Human Rights marker score and justify the scoring. Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	HRM Score	Justification
Output 1. Access to data for planning and decision-making improved	2	Using sex disaggregated data, the JP will foster human rights centred analytical approaches and use the evidence to address or identify gender sensitive capacity development needs.
Output 2: Financing pathways for accelerating SDG implementation identified	2	By strengthening planning processes at lowest levels (i.e the Ward Development Coordination Committee), the JP will prioritise capacity of duty bearers in the provision of basic services (e.g education, health etc) especially for the most vulnerable/marginalised populations.
Output 3. Budgeting and planning coordination improved	2	Through the rollout of gender responsive budgeting up to the lowest level, the JP will strengthen budget and coordination mechanisms by prioritising the capacity building of duty bearers to ensure integration of SDGs and inclusion of vulnerable groups in planning processes.

Sustaining Peace Marker *(optional- please only fill out if you added the marker to the workplan above)*

Please copy the output/outcomes as per in the workplan and add the Sustaining Peace marker score justify the scoring. Please refer to the UNSDG guidance here: Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	SPM Score	Justification
Output 1. Access to data for planning and decision-making improved	1	There is limited consideration of peace as this is merely a data collection exercise to identify areas of need.
Output 2: Financing pathways for accelerating SDG implementation identified	1	There is limited consideration of peace.
Output 3. Budgeting and planning coordination improved	1	There is limited consideration of peace.

Annex 4: Budget per UNDSG Categories

Budget per UNDG Categories								
UNSDG BUDGET CATEGORIES	UNFPA		UNICEF		UNDP		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0	15,215	0	20,000	0	25,000	0	60,215
2. Supplies, Commodities, Materials	0		0		0			
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0			
4. Contractual services	33,035		11,227		30,430			
5. Travel	4,310		4,950		4,503			
6. Transfers and Grants to Counterparts	43,340		66,927		34,806			
7. General Operating and other Direct Costs	0		0		0			
Total Direct Costs	80,685				83,104			
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	5,648		5,817		4,881		16,347	
TOTAL Costs	86,333	15,215	88,921	20,000	74,620	25,000	249,875	60,215