

## **Joint Programme Document**

### **COMPONENT 1: SDG FINANCING ARCHITECTURE & ECOSYSTEM**

#### **CAMEROON**

**Implementing INFF to Unlock, Leverage and Catalyze  
Resources to Accelerate SDG Achievement for Inclusive  
Growth**

## A. COVER PAGE

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

**2. MPTFO Project Reference Number**

**3. Joint programme title**

- Implementing the Integrated National Financing Framework for Cameroon to unlock, leverage and catalyze resources to accelerate SDG achievement for inclusive growth.

**4. Short title:** *Designing and Implementing Cameroon's INFF*

**5. Country and region:** Cameroon, Central Africa

**6. Resident Coordinator**

Allegra Maria Del Pilar Baiocchi: [allegra.baiocchi@one.un.org](mailto:allegra.baiocchi@one.un.org)

**7. UN Joint programme focal point**

Jean Luc Stalon: [jeanluc.stalon@undp.org](mailto:jeanluc.stalon@undp.org)

**8. Government Joint Programme focal point**

*Ministry of Economy Planning and Regional Development (MINEPAT)*

Jean Tchoffo: [jtchoff@yahoo.fr](mailto:jtchoff@yahoo.fr)

**9. Short description:**

The aim of the Joint Programme is to support the Government of Cameroon in rolling out the **Integrated National Financing Framework** (INFF). Building on the Development Finance Assessment exercise, the INFF will be critical to support Cameroon identify integrated financing solutions to support their National Development Strategy 2020-2030 and the SDGs Decade of Action. Following the SDG contextualization and prioritization exercise, Cameroon will soon approve its National Development Strategy which fully integrates the SDG targets and is aligned with the Decade of Action. By developing the country's financing strategy against the backdrop of the National Development Strategy (NDS), the programme will ensure a strong linkage between financing and results as well as support the **Monitoring and Evaluation Framework of the NDS and the SDGs**. A particular focus will be placed on the tracking of public expenditures in the social sectors with the **Equity for Development** initiative, so as to better estimate and redress the loss of resources and quantify the proportion that actually reaches the final providers. Through the improved collection and use of gender data, the programme will also promote the national **Gender Responsive Budgeting Strategy**.

As a result of the MAPS exercise and with the support of the Millennium Institute, Cameroon has identified five SDG accelerators: governance, health, infrastructure, agriculture and gender equality, with youth and women as a cross-cutting priority. The INFF will prioritize interventions that drive progress on these accelerators, address bottlenecks to SDG acceleration and offer an **SDG acceleration compact**. The Cameroonian economy is dominated by Very Small, Small and Medium Enterprises (VSE/SMEs), particularly in the agriculture and agro-industry sector. The project will tap into this area and the inter-related opportunities offered by a sustainable development economy, such as mobility systems, energy efficiency, affordable housing, circular economy manufacturing, food loss and waste, etc. They will be scaled-up as viable market opportunities. Leveraging opportunities in these

sectors will promote structural transformation, employment and poverty reduction in the country.

Achieving Agenda 2030 requires a combination of public and private investments in context-specific target sectors. The programme will help promote public-private partnerships around the SDGs through the establishment of an **Impact Investment Platform**. The platform will provide investment intelligence underpinning national and local development priority targets and develop an innovative funding mechanism for VSE/SMEs and start-ups. Finally, greater transparency of financial flows and their management, including with regards to ODA, will reinforce donor coordination and the sustainability of development investments.

**10. Keywords:**

*SDG financing and acceleration*  
*Public expenditure effectiveness*  
*Strengthened Public-private partnerships and Improved donor coordination*  
*Poverty reduction,*  
*Gender, Equity, Social inclusion*  
*Blended finance*

**11. Overview of budget**

<b>Joint SDG Fund contribution</b>	<b>USD 1,000,000.00</b>
Co-funding	USD 0.00
<b>TOTAL</b>	<b>USD 1,000,000.00</b>

**12. Timeframe:**

<b>Start date</b>	<b>End date</b>	<b>Duration (in months)</b>
01.07.2020	30.06.2022	24 Months

**13. Gender Marker:**

The overall gender marker score of this proposal is 2. In fact, the main target population of our proposal are youth, women and other economically vulnerable populations. Moreover, a specific output of the proposal is dedicated to close the gender gap in national financing through Gender Responsive Budgeting.

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

**14.1 PUNO**

- Convening agency: UNDP
- Other PUNOs: UNWomen, UNICEF

**14.2 Partners**

- National authorities: Ministry of Economy, Planning and Regional Development (MINEPAT), Ministry of Finance (MINFI), Ministry of Decentralization and Local Development (MINDDEVEL), National Institute of Statistics (INS)
- Civil society organizations: Common Working and Collaboration Platform on the Sustainable Development Goals in Cameroon, Platform of CSOs for the SDGs
- Private sector: Cameroon Business Forum, GICAM (Inter patronal Group of Cameroon), ECAM (Enterprises du Cameroun)
- International Financial Institutions: WB, IMF, AfDB
- Other partners: European Union

**SIGNATURE PAGE**

**Joint Programme to support the Government Implement INFF to Unlock, Leverage and Catalyse Resources to Accelerate SDG Achievement for Inclusive Growth in Cameroon**

<p><b>Resident Coordinator</b></p> <p><b>Allegra Maria Del Pilar BAIOCCHI</b></p> <p>Date <b>10 JUN 2020</b></p> <p>Signature and seal</p>  	<p><b>National Coordinating Authority</b></p> <p>Minister of the Economy, Planning and Development (MINEPAT)</p> <p>Date <b>12 JUN 2020</b></p> <p>Signature and seal</p>   <p><b>Alamine Ousmane Mey</b></p>
<p><b>Participating UN Organization (lead/convening): UNDP</b></p> <p>Name of Representative: <b>Jean-Luc STALON</b></p> <p>Date <b>11 JUN 2020</b></p> <p>Signature and seal</p>  	<p>Date <b>12 JUN 2020</b></p> <p>Signature and seal</p>
<p><b>Participating UN Organization: UNICEF</b></p> <p>Name of Representative: <b>Jacques BOYER</b></p> <p>Date <b>10 JUN 2020</b></p> <p>Signature and seal</p>  	
<p><b>Participating UN Organization: UNWOMEN</b></p> <p>Name of Representative: <b>Hind JALAL,</b></p> <p>Date <b>10 JUN 2020</b></p> <p>Signature and seal</p>  	

*B*

## 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 1)

### 3. UNDAF Outcomes and Outputs

- Pillar 1: Development of decent employment opportunities and social inclusion: Increase decent employment opportunities and measures to protect women, youth, children, and socially vulnerable people in target areas;
  - o Outcome 1.1: By 2020, women and youth have greater and equitable access to decent employment opportunities and are economically more self-reliant
  - o Outcome 1.2: By 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence
- Pillar 2: Health and Nutrition;
  - o Outcome 2.3: By 2020, children under five and women in vulnerable areas have access to malnutrition prevention and management services and use them increasingly and more equitably to improve their nutritional status
- Pillar 3 - Education and vocational training: Improved access to quality education and vocational training, especially for vulnerable groups;
  - o Outcome 3.2: By 2020, youth aged 15-35 have greater and more equitable access to vocational training and apprenticeship opportunities that match the needs of the productive sector (efficiency of training with openings)
- Pillar 4 - Resilience, Early Recovery, and Food Security: Strengthen the resilience of target populations to cope with food insecurity, environmental, social and economic shocks.
  - o Outcome 4.1: By 2020, populations (especially vulnerable groups) in target areas are more resilient to environmental, social and economic shocks
  - o Outcome 4.2: By 2020, the people (particularly vulnerable groups) in target areas have permanent, increased and equitable access to adequate food

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

#### 4.1 List of goals and targets

#### Targets

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

17.15 Respect each country's policy space and leadership to establish and implement policies

#### Indicators

17.1.1 Total government revenue as a proportion of GDP, by source

17.1.2 Proportion of domestic budget funded by domestic taxes

17.15.1 Extent of use of country-owned results frameworks and planning tools by providers of development cooperation

for poverty eradication and sustainable development

1. A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

1.A.2. Proportion of total government spending on essential services (education, health and social protection)

16.6 Develop effective, accountable and transparent institutions at all levels

16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

1.4.1 Proportion of population living in households with access to basic services

8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

8.10.2 Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services

7.1.1 Proportion of population with access to electricity

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

8.3.1 Proportion of informal employment in non-agriculture employment, by sex

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.3.1 Proportion of small-scale industries in total industry value added

9.3.2 Proportion of small-scale industries with a loan or line of credit

9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

9.a.1 Total official international support (official development assistance plus other official flows) to infrastructure

#### 4.2 Expected SDG impact

Low and non-inclusive growth is one of the biggest challenges to the achievement of the SDGs in Cameroon. The new National Development Strategy (NDS 2020-2030) is fully aligned with the SDGs and envisages actions to promote inclusive and sustainable growth. Providing a viable financing framework for the NDS is therefore critical to SDG achievement.

Currently, public and private resources are not appropriately channelled to support the achievement of the SDGs, and public expenditures are not well-targeted. If steps are not taken to unlock the resources needed and to make better use of financing towards the SDGs, the likelihood of achieving them will become slimmer year after year. The contribution of the present project to the achievement of the SDGs is twofold. First, it contributes to SDG 17 by mobilizing resources to advance on all the Goals. Second, focusing on the funding of the five identified SDG accelerators for Cameroon will trigger positive multiplier effects across the SDGs.

Beyond providing the financing architecture of the National Development Strategy (2020-2030), the underlying approach to the INFF is to tap into the five SDG accelerators in Cameroon, namely health (SDG 3), gender equality (SDG 5), agriculture (SDG 8), governance (SDG 16) and infrastructures (SDG 9) and i. transform current inefficient practices, ii. strategically orient the UN's development interventions and iii. bring together the key stakeholders – private, public, domestic and international - towards the same SDGs.

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

The new National Development Strategy (2020-2030) which is fully aligned to the 2030 Agenda and the SDGs, identifies measures to address inequalities and promote more inclusive growth. This new development strategy lies on four pillars which are structural transformation, human development, employment and promotion of good governance (source: NDS 2020 -2030, Cameroon Vision 2035):

- **Pillar 1: Structural transformation:** (i) Increase the annual growth rate from 4.6 to 8.5 percent on average over the next five years, (ii) increase the share of the secondary sector in GDP from 26.1 percent in 2018 to more than 36.8 percent in 2030, (iii) reduce the current account deficit to 0 percent of GDP in 2030, and (iv) **achieve SDGs 8 to 12**
  - Ensure access to affordable electricity for all, in the area of energy infrastructure. The aim will be to increase the installed capacity of electricity

production at 5000 Mw by 2030 with an appropriate energy mix, in particular at the sub-national level by facilitating the development of partnerships with the private sector for renewable energy adapted to their needs

- Strengthen climate change and environmental management to ensure sustainable and inclusive economic growth and social development to achieve **SDGs 13, 14 and 15.**
- **Pillar 2: Human development:** (i) Reduce the poverty rate from 37.5 percent in 2014 to less than 25 percent in 2030, (ii) increase the Human Capital Index from 0.39 in 2018 to 0.55 and the Human Development Index from 0.518 in 2016 to 0.70 in 2030 and (iii) **achieve SGDs 1 to 7 and 10**
- **Pillar 3: Employment:** (i) reduce underemployment from 77 percent in 2014 to less than 50 percent in 2030 and (ii) **achieve SDG 8.**
- **Pillar 4: Governance and Strategic Management of the State:** Improve governance to enhance performance for the achievement of development objectives. Necessary reforms will be implemented to improve the functioning of institutions, deepen decentralization and **achieve SDGs 16 and 17**
  - Improve debt control through the implementation of a coherent debt management strategy that gives priority to Public-Private Partnerships and concessional loans.

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

The financing of Agenda 2030 in Cameroon requires an improvement in the quality of public expenditure alongside an increase in resource mobilization both public and private. If the obstacles to the realization of these twin requirements are addressed, it will lead to structural transformation and accelerate progress towards the achievement of the SDGs. This will result from creating the necessary conditions and the capacities for sustainable and effective financing of the national development strategy and the SDG accelerators. Therefore, this initiative aims to respond to the following key challenges:

1. Spend more efficiently – ensuring the proper integration of the financing opportunities/flows with the national development priorities in the country’s 2020-2030 National development Strategy, particularly through an SDG budgeting process;
2. Collect financial resources and allocate them better – avoid leakages, by promoting an SDG-oriented National Domestic Mobilization agenda;
3. Scale-up – leverage funding opportunities to make things greater and avoid transaction costs of smaller interventions tapping into the opportunities of Climate finance, together with Islamic finance and the role of IFIs in Cameroon;
4. Manage innovative partnerships – using new financing instruments, particularly through the establishment of the “SDG One Fund Platform” as an innovative sustainable funding mechanism for Very Small Enterprises (VSEs), Small and Medium Enterprises (SMEs) and Farmers for structural transformation.
5. Renewed social contract – Through an inclusive SDG financing dialogue, that would cover the planning, budgeting, implementation and review of the expenditure, promote accountability, transparency and participation at national and sub-national levels;

In other words, by designing and implementing the financing strategy for effective system-based integration of planning and financing priorities while creating an internal SDG-oriented domestic revenue mobilization and allocation agenda; by developing SDG investment



intelligence based on those priorities; and by putting in place tailored resource mobilization mechanisms including an effective monitoring system to understand the impact of government policy and SDG financing solutions, structural transformation will be effective and SDG achievement will be accelerated.

## **7. Trans-boundary and/or regional issues**

Cameroon is a member of the Central African Economic and Monetary Community (CEMAC) made up of six countries in Central Africa. CEMAC countries share the same currency with a common central bank. Monetary policy, jointly undertaken with France guarantees its stability by defining and managing exchange operations and reserves of Member States. This implies that monetary policy hardly creates any destabilizing effects in the financial system, as interest and inflations rates are kept within bounds.

Cameroon has ratified the African Continental Free Trade Area (AfCFTA) and recently adopted an AfCFTA strategy aligned with the Industrial Master Plan. This is expected to increase not only trade within the continent (and especially increased Central African sub-region), but also boost investments, both local and foreign. The result will be increased output, more decent jobs and tax revenues and an overall positive effect on poverty and inequality. It is worth noting that Cameroon is the only country within the sub-region to have signed an interim Economic Partnership Agreement with the EU.

## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement

In 2019, Cameroon carried out a Development Finance Assessment (DFA) which provided a comprehensive review of the development financing landscape (for the period 2009–2017) and offered recommendations and proposals to strengthen the use, effectiveness and complementarity of various types of financial resources. Building on this evidence, the implementation of the new National Development Strategy (2020-2030), fully aligned with the SDGs, requires an integrated financing framework which ensures coherence between the planning and financing systems, promotes the tradeoff between different sectors of industrialization, energy and environmental policies and generates the mobilization of public, but particularly private stakeholders around the NDS.

Domestic resources are important in Cameroon's financing landscape. Domestic public sources (tax revenue and domestic loans) accounted for 76 percent of public sector funding in 2017. While government revenue has increased in volume since 2009 (driving the trend in overall public resources), it remains low in comparison to other countries and the minimum targets required for achieving the SDGs. From 2013 to 2017, tax revenue accounted for 12.3 percent of GDP in Cameroon as compared to 20 percent in Senegal and 18 percent in Ghana. Cameroon needs to reach at least a tax-to-GDP ratio of 23 percent to achieve the SDGs<sup>1</sup>. Despite this weakness, the mapping of the funding sources in Cameroon reveals that there is a real potential for mobilizing additional public, private, domestic and international resources to fill the gap.

As identified in the DFA, the following are financing means to be promoted:

- Public revenues need to be supplemented by innovative taxes to reinforce the current programme of broadening the tax base while exploring the reduction of unnecessary tax waivers and incentives that are detrimental to revenue generation and local SMEs development;
- Domestic public loans, which support the development of financial markets and strengthen the mobilization of national savings;
- The untapped potential of the private sector in financing development outcomes both from individuals (diaspora) and businesses (blended finance type of partnerships to further develop SDG-oriented private sector expertise);
- Development cooperation, especially with emerging countries (South-South cooperation), vertical funds, including climate finance to leverage different sources and help with nationwide scaling up of interventions;
- Effective decentralization, including through Ecological Fiscal Transfers (EFT), to strengthen the financial autonomy of local councils (DLC) and promote an SDG-oriented local development;
- Innovative funding mechanisms for VMEs/SMEs and start-ups, notably leasing, venture capital, etc.

The current Planning-Programming-Budgeting-Monitoring-Evaluation (PPBME) system presents some weaknesses leading to inefficiency of budget allocation and implementation:

---

<sup>1</sup> Nations Unies, Commission Economique pour l'Afrique (2019) . La politique budgétaire au service du financement du développement durables.

- Multiplicity of consultative frameworks, superposition of processes coupled with the siloed work of governmental entities, weakness in the harmonization and coordination of interventions of Technical and Financial Partners (TFP);
- Incomplete process of decentralized public policies and difficulty to establish links between development strategies and funding sources;
- Absence of sectorial resource mobilization strategies and incomplete SDG-costing; lack of rigor in the selection of projects and inefficiency in project implementation;
- Insufficient coordination between the central and the decentralized levels of government during the implementation of priority investment projects;
- Weak articulation of existing dynamics between the operating and the investment budgets;
- Weak integration or consultations between various entities of the Government for effective monitoring and evaluation of public policies, and the non-implication of other entities (civil society, PTF...) in evaluations;
- Poorly coordinated information systems and statistical data collection processes, and inconsistencies in the production chain of programme budget indicators;
- Weak implication of private sector, diaspora and civil society organization representatives in the monitoring and evaluation of the state budget; low harmonization and weak dialogue on TFP interventions which results in low rates of assistance, scattering and fragmentation in interventions.

As a result, public budget expenditures suffer both allocative and expenditure inefficiencies. The inequitable distribution of resources and poor coordination of actions are sources of inefficient spending. The Government has pursued social policies to improve the situation of the poorest and reduce inequalities, but their redistributive functions are still generally ineffective. At the macro level, the composition of public spending has not been sufficiently aligned with the priority sectors identified in Cameroon's Growth and Employment Strategy Paper (GESP 2009-2020) and the effectiveness of public investment remains limited.

The poor state of Cameroon's infrastructure is a key bottleneck to the nation's economic growth. From 2000 to 2005, deficient power infrastructure held growth back by 0.28 points per capita. If Cameroon could improve its infrastructure to the level of Africa's middle-income countries, it could raise its per capita economic growth rate by about 3.3 percentage points.

Cameroon's public spending in the infrastructure sector is focused on transport (especially road transport) and urban development to the detriment of water and sanitation and energy. Cameroon's expenditure on infrastructure is also lower than that of comparable countries. Government of Cameroon spending on infrastructure accounted for 3.8% of GDP in 2014 and 3.5% in 2015 compared to 4.7% in Malaysia, 5.1% in Angola, 8.6% in Namibia and 11.8% in Azerbaijan in the same year. Côte d'Ivoire also spends more than Cameroon in the infrastructure sector (5.3% of GDP in 2014).

The country's industrialization masterplan with 2050 as its target date for delivery, identifies agribusiness, energy and the digital economy as the main poles for industrialization. The masterplan explicitly considers the key roles of infrastructure and financing for industrial development. Given Cameroon's relatively strong economy and natural-resource base, as well as its success in attracting private financing, the country should be able to close that gap and meet its infrastructure goals within 10 years. The present proposal proposes ways of invigorating public-private partnerships for financing industrialization and infrastructure for productivity;

Resources meant for the agricultural sector are concentrated at the central level and farmers (who for the most part live in the countryside) find themselves disconnected and left to fend for themselves. The NDS 2020-2030 emphasizes the real potentials of decentralization to

accelerate inclusive growth, local governance and development in Cameroon by ensuring the delivery of quality goods and services to citizens and addressing spatial inequalities. To better address the extensive spatial inequality in the country, there is need to analyze and render more efficient the system of equalization of local finances, i.e. the redistribution of resources in the form of equalization payments to local government entities. The present system is not equitable and makes harmonious development difficult. The system of equalization should take into consideration the resources available, the needs of the various local entities, and their capacity to absorb resource transfers from the central government.

The weak pace of structural transformation of the Cameroonian economy limits its ability to generate enough decent jobs for the young and growing population. As identified by the new NDS, Very Small-sized Enterprises (VSEs) and Small and Medium-sized Enterprises (SMEs), specifically in agriculture and agroindustry, are an important lever for industrialization in Cameroon. They represent more than 90 percent of enterprises, contribute 35 percent of GDP and employ about 72.6 percent of workforce (approximately in equal numbers of women and men). Despite this importance, they are facing multiple challenges: difficulties in raising resources, limited access to bank financing, burden of taxation, lack of management capacities, weakness of human resources, quality of governance and many more. Insufficient and inadequate financial instruments for VSEs/SMEs are a major barrier to their development. The high cost of credit pushes them out of the financial sector. In principle, microfinance institutions (MFIs) should complement the low capacity of classical banks to mobilize domestic savings for VSEs and SMEs given their business model. Unfortunately, microfinance institutions seem to be just as unsupportive to VSEs/SMEs. In this case, it is important to connect this agenda with the ongoing impact management sector and create the tradeoffs between the agri-business and other hotspot sectors (with strong market opportunity areas) such as Energy, Cities, Food, Health and Well-being.

In sum, in order to achieve the SDGs in Cameroon, it is critical to put in place an integrated financing framework which combines an SDG-oriented public finance system and other blended finance mechanisms. Moreover, setting up a One SDG Fund which combines promising development funding sources (public revenues, private financing, funds from the diaspora, vertical funds, national savings, etc.) will help develop innovative funding mechanisms for VSE/SMEs and start-ups in agriculture and agroindustry.

## 1.2 SDGs and targets

SDGs		Indicator	Baseline	How to measure progress
SDG17	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source	15 percent	Analyse budget execution
		17.1.2 Proportion of domestic budget funded by domestic taxes	73.2 percent	Analyse budget execution
	17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development	17.15.1 Extent of use of country-owned results frameworks and planning tools by providers of development cooperation	Rate of alignment of partners with national development goals was 70	

			percent in 2016	
SDG1	1. A Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	1.A.1: Proportion of resources allocated by the Government directly to poverty reduction programmes		Analyse budget execution
		1.A.2: Proportion of total government spending on essential services (education, health and social protection)	19 percent	Analyse budget execution
SDG 16	16.6 Develop effective, accountable and transparent institutions at all levels	16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	To be determined	Finance law and Settlement

### 1.3 Stakeholder mapping and target groups

Names	Roles	Interest and Relationship
<b>National level</b>		
Ministry of Economy, Planning and Regional Development	Leads the Oversight Committee, ensures the entire coordination of the planning and implementation of the JP in collaboration with UN Agencies and other Partners.	The ministry is responsible for the development and implementation of the Nation's economic policy, for planning and regional development. It exercises supervisory authority over development or planning authorities, as well as the National Institute of Statistics (NIS)
Ministry of Finance	Co-leads the Oversight Committee.	It is responsible for elaborating and implementing the Government's financial, budgetary, fiscal and monetary policy.
Ministry of Decentralization, and Local development	Member of the Oversight Committee, in charge of issues related to the Decentralization and Local Development.	The Ministry oversees drafting, monitoring, implementing and assessing Government policy on decentralization and promoting local development. It supervises public bodies in charge of implementing decentralization, including: <ul style="list-style-type: none"> <li>- the Special Council Support Fund for Mutual Assistance (FEICOM);</li> <li>- the Local Government Training Centre (CEFAM);</li> <li>- the National Civil Status Registration Office (BUNEC).</li> </ul>
Ministry of Agriculture and Rural Development	Member of the Oversight Committee.	It is responsible for preparing and implementing Government policy in agriculture and rural development. It serves as a link between the Government and the United Nations Food and Agricultural Organization (FAO), the International Fund for Agricultural Development (IFAD), and the World Food Program in partnership with the Ministry of External Relations.
Ministry of Public Health	Member of the Oversight Committee.	The Ministry is responsible for the elaboration and the implementation of Government policy in matters of public health.

Ministry of Basic Education	Member of the Oversight Committee.	The Ministry is responsible for the preparation, implementation and evaluation of State policy on basic education.
Ministry of Women's Empowerment and the Family	Member of the Oversight Committee.	It is responsible for the preparation and implementation of Government policy related to the promotion and respect of women's rights and the protection of the family.
UN Agencies	Technical Assistance and complementary programs (See the table below).	See table below.
Cameroon Business Forum	Member of the Oversight Committee.	CBF is a public-private dialogue mechanism set up to work towards improving the business climate. It is initiated jointly by the Cameroonian government and IFC (International Finance Corporation) of the World Bank Group, which provides technical support to the State for a better appropriation, in the long term, of this consultation platform. The members are the Government, Technical and Financial Partner and Private sector.
Groupement Inter-Patronal du Cameroun (GICAM)	Member of the Oversight Committee.	GICAM is the most representative formal business membership organization of the private sector in Cameroon. It federates professional groups and individual companies. As such, it has more than 1,000 members to date. GICAM represents the private sector on major economic discussions with government: business climate, competitiveness, promotion of 2 <sup>nd</sup> -generation agriculture, vocational training; youth employment, taxation, infrastructures and business ethics.
Entreprises du Cameroun (ECAM)	Member of the Oversight Committee.	ECAM represents largely SMEs and VSEs whose plight has been unanswered. It is considered as one of the most influential employer organisations in the private sector. Its stances on issues like the Economic Partnership Agreement, decent employment, has made it a significant player in the business landscape of Cameroon. It now has nearly 600 members.
Civil Society Organizations	Planning, implementation, monitoring, given their influence on targeted groups. They will serve as intermediaries for the transfer and the application of messages delivered to the targeted group during the different campaigns.	In the framework of the advocacy, they will benefit from the support of the UN system so that they will be able to contribute to the implementation of the laws related to the right and living condition of indigenous people.
<b>Sub-national/local levels</b>		
Divisional Officers, Departmental Council, Municipalities	Advocacy and mobilization of actors and coordination at the local level,	Local authorities are responsible for the development of indicators at the sub-national level. They play a coordination and leading role to improve social and development indicators in their regions/communities.
Technical local departments (Agriculture, health, education, social action, department of indigenous people promotion, justice)	Planning, implementation, monitoring. This group will also benefit from capacity building trainings to be able to better contribute to the implementation of the programme.	Sub-national departments of the National Government are responsible for sector-specific results at the sub-national level and are accountable for SDGs and other development indicators in their jurisdiction.
Indigenous communities, persons with disability and other vulnerable populations	Ownership and sustainability of the intervention, participation in the consultation process and identification of specific needs and activities, support experience and best practice sharing.	Direct beneficiaries of the intervention, social cohesion with other members of the community. Full participation in programme development process.
Local authorities/notability	Facilitate access to land, sensitization, community mobilization.	Social cohesion and equity.

(landowners, community leaders, child protection committees...)		
<b>Technical and Financial Partners</b>		
IMF	Expertise on building the integrated financing framework.	The IMF is supporting an economic programme in a country.
WORLD BANK	Expertise on building the integrated financing framework.	The World Bank interventions in Cameroon cover three areas: eliminate multiple poverty traps in rural areas, in particular in the northern regions; strengthen infrastructure and private sector development; and improve governance.
AfDB	Expertise on building the integrated financing framework.	AfDB supports the country's development via sectors like infrastructure, agriculture and energy.
EUROPEAN UNION	Expertise in public finance evaluation and reforms/	Partnership projects with Cameroon cover several sectors such as good governance and economic and institutional reforms, trade and regional integration as well as infrastructure, communications and transport.

	Integrated Financing Frameworks for the SDGs	SDG Budgeting	SDG Aligned Fiscal and Debt instruments	Leveraging International Public Finance for the SDGs	Unlocking Private Finance for the SDGs	Impact Measurement and SDG Finance Reporting
RCO	Coordination of activities			Coordination of partners' interventions		Alongside UNDP, assure that all PUNOs meet up with their Monitoring and evaluation obligations of the JP
UNDP	Developing SDG Financing Strategies to mobilize and align public and private financial flows behind the 2030 Agenda and specific SDGs	Integrating SDGs into medium-term and annual budget policies	Developing SDG-related bond frameworks and their monitoring; programmatic bonds and project pipelines	Co-financing from international/vertical funds to improve climate resilience from private sector investments	Policy dialogue and ecosystem development	Establishing data and information management systems that enable tracking of private and public finance towards the SDGs
	Building evidence-based Platforms for dialogue on SDG Financing	Strengthening SDG budget expenditure monitoring and reporting systems	Formulating SDG supportive tax policy and instruments	Accessing and managing South-South cooperation for the SDGs	Innovative technology and digital finance for the SDGs	Supporting incorporation of financial reports across public and private sectors into SDG Voluntary National Reviews
	Designing government strategies to mobilise and manage Islamic finance	Strengthening accountability for SDG aligned budgets	Develop municipal finance instruments and policies	Support to governments on effective use and leveraging of development cooperation		Private sector reporting for SDGs
			Assessing fiscal transfers to			

			sub-national governments			
UNICEF	Equity for development Public Finance for Children	Integration of the SDG budget into the activities of the programme components	Support from municipalities for the development of local taxation	Seek funding from donors to accelerate the achievement of the SDGs for children	Seeks funding with GICAM in the context of corporate social responsibility	Expenditure tracking surveys (PETS) in four sectors (Health, Nutrition, WASH, Education) (2019)
UNWOMEN	Gender Responsive budgeting	Capacity development and technical assistance on Gender Responsive Budgeting to track gender budget allocations and expenditures;				Support in developing national monitoring mechanisms (e.g. reviews, parliamentary debates, evaluation); citizen budgeting/gender budget watchdog reports.
						Gender equality expenditure survey
						Monitoring of the multisectoral action plan for gender equality

## 2. Programme Strategy

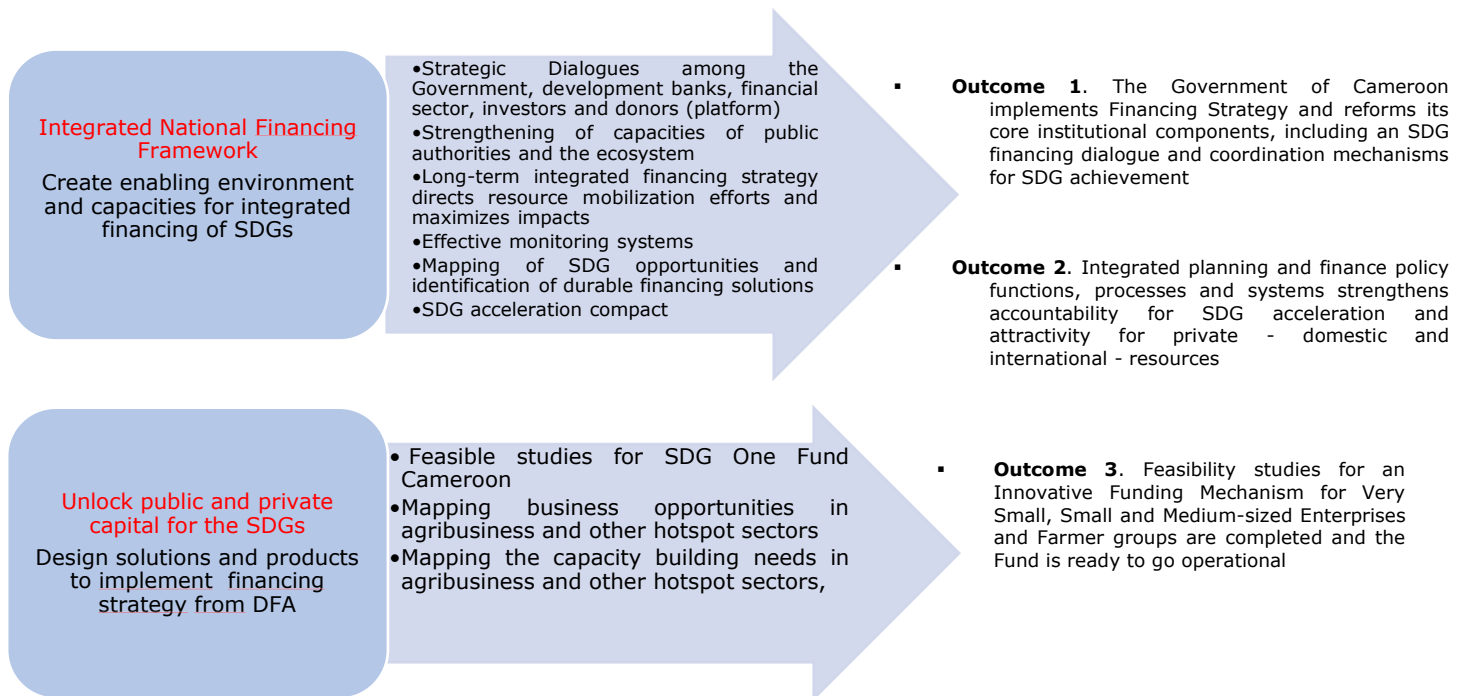
### 2.1. Overall strategy

*a) why it is transformational (will deliver results at scale);*

Slower and non-inclusive growth is one of the biggest challenges to the achievement of the SDGs in Cameroon. The new National Development Strategy (2020-2030) is fully aligned to the SDGs and envisages actions to promote inclusive growth. It aims to place Cameroon on the path of Newly Industrialized Countries (NICs) in line with the country's vision of becoming an Emerging Economy by 2035. The NDS lays emphasis on agribusiness as an engine for industrialization, structural transformation and decent employment. The NDS highlights that the creation of decent employment in Cameroon requires the expansion and enhancement of job opportunities in the economy. The promotion of agro-industry will be based on the improvement of its competitiveness, the development of value chains and export promotion to reap the benefits of the new African Continental Free Trade Area (AfCFTA). It will also rely on the development of human capital, specifically youth and women as key elements in promoting inclusive growth. Specifically, the strategic guidelines for employment set out in the National Employment Policy (adopted in 2017) aims to "promote the full participation of women in the labor market".

The diagram below illustrates our programme strategy: 1. the design and implementation of INFF to create an enabling environment and capacities for integrated financing of the SDGs; the actions to be implemented and their outcomes. 2. a feasibility study for an SDG One Fund in Cameroon as an innovative funding mechanism for VSE/SMEs. The Fund is expected to unlock both public and private finance for the SDGs. The study will specifically map out opportunities in the agriculture and agro-industry, including capacity needs and identification of local innovations and technologies.





*b) how it is different from conventional and/or alternative approaches;*

1. It will develop innovative tools and services to support the UN and Cameroon’s development partners and implement the recommendations of the Addis Ababa Action Agenda;
2. It will define new financing instruments that directly respond to the financing needs and contribute to some of the key SDGs;
3. It will focus on SDG accelerators recently agreed upon
4. It will enable a gender and youth perspective

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

Financing the implementation of the NDS is critical for SDG achievement. Public and private resources are not currently well channelled to support the achievement of the SDGs and public investment is often ineffective. The contribution of this project to the achievement of the SDGs is twofold. First, it contributes to SDG 17 by mobilizing resources to advance the rest of the 16 Goals. Secondly, beyond the approach of being the financing strategy of the NDS (2020-2030), the underlying approach of INFF is to mobilize substantial resources and effectively channel them into the five identified SDG accelerators for Cameroon that can trigger positive multiplier effects across the SDGs.

Results from the iSDG model elaborated to monitor the achievement of the SDGs in Cameroon suggest the following as accelerators:

1. Strengthening institutional processes resulting from **improved governance** (SDG 10)
2. Policies aimed at **improving social inclusion** (SDG1), **health** and including **family planning** (SDG 3).
3. Strengthening **gender equality** in education and employment (SDG 4 and SDG 8)
4. **Infrastructure**, especially small-scale renewable energy infrastructure (SDG 9)
5. **Agriculture**, especially the expansion of know-how in sustainable agriculture (SDG 2)

*d) what the added value of the UN will be*

Through this project, the UN will support Cameroon in designing and implementing an INFF and conducting feasibility studies for the SDG One Fund. The core ambition of the INFF is economic governance, which entails creating the system and processes that will help bring the whole-of-society approach to respond to the SDGs through concrete partnership models and innovative financing instruments. It is an issue of promoting transparency, accountability, participation, and of creating efficiency from the collection of revenues, to the allocation and expenditure of such financial flows for national development priorities.

The Cameroon Business Forum provides a platform for collaboration between the public and private sectors. However, the low level of implementation of its recommendations reiterates the need to strengthen its effectiveness. The proposed UN-supported INFF platform can play an important role in promoting public-private dialogue, identifying common grounds, through a mapping of SDG-oriented opportunity areas throughout the NDP, with its analysis of risks and investment returns, and advocate for the Government to create a favorable environment for national enterprises to thrive and make public-private partnerships profitable.

This UN-supported project will be the first to include VSE/SMEs and Diaspora representation in strategic dialogues about national development priorities and financing. Cameroon has a huge and dynamic diaspora community whose potential has never been harnessed for collective national or local level development.

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

The priorities and initiatives of the UN are all geared towards the achievement of the SDGs. Likewise, the Government's national development strategy, budget, and all development-related frameworks are now all aligned to the SDGs. This proposal on the INFF and the One SDG Fund (as indicated above) aims to accelerate the process towards the achievement of the Goals. It therefore directly relates to the priorities and initiatives of both the UN and the Government.

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

The steering and monitoring-evaluation of NDS (2020-2030) will be done by the National Council for Planning and Regional Development (NCPRD) which is under the direct authority of the Prime Minister. The oversight committee of this project will be placed under the NCPRD. This committee will oversee the design and implementation of the INFF to mobilize durable and stable resources to finance development strategy (NDS 2020-2030). The oversight committee will be placed under the direction of the NCPRD. The Joint Programme will therefore be conducted under the leadership of the Government.

*g) what is the expected situation after the Joint Programme is completed.*

The expectation is an SDG Financing Strategy that responds to the National Development Strategy priorities, with key financing solutions that are not only providing funding to priority investments, but also contributing directly to key SDGs accelerators that can trigger positive multiplier effects across the SDGs. The SDG One Fund will also be ready for operationalization following the conclusion of the feasibility studies.

The sustainability of the JP outcomes beyond the project duration will be mainly ensured through four main components:

- (i) The ecosystem (enabling environment – institutions, policies and capacities, including De-Risking) is in place and brings together public and private actors behind national priorities;
- (ii) Well-functioning innovative financing solutions that are anchored in planning and financing systems
- (iii) The new financial mechanisms platform (SDG One Fund Platform) is ready to be operational;
- (iv) Impact measurement and monitoring systems that enable tracking of private and public finance towards the SDGs,

## 2.2 Theory of Change

### *a) Summary*

The financing of Agenda 2030 in Cameroon requires an improvement in the quality of public expenditure alongside an increase in resource mobilization both public and private. If the obstacles to the realization of these twin requirements are addressed, it will result in structural transformation and accelerate progress towards the achievement of the SDGs. This will stem from creating the necessary conditions and the capacities for sustainable and effective financing of the national development strategy and SDG accelerators.

Therefore, this initiative aims to respond to the following key challenges:

1. Spend more efficiently – ensuring the proper integration of financing opportunities/flows with the national development priorities in the country’s 2020-2030 National Development Strategy, particularly through an SDG budgeting process;
2. Collect financial resources and allocate them better – avoid leakages, by promoting an SDG-oriented National Domestic Mobilization agenda;
3. Scale-up – leverage funding opportunities to make things greater and avoid transaction costs of smaller interventions tapping into the opportunities of Climate finance, together with Islamic finance and role of IFIs in Cameroon;
4. Manage innovative partnerships – using new financing instruments, particularly through the establishment of the “SDG One Fund Platform” an innovative sustainable funding mechanism for Very Small Enterprises (VSEs), Small and Medium Enterprises (SMEs) and Farmers for structural transformation.
5. Renewed social contract – Through an inclusive SDG financing dialogue, that would cover the planning, budgeting, implementation and review of the expenditure, promote accountability, transparency and participation at national and sub-national levels;

In other words, by developing and implementing the financing strategy for effective system-based integration of planning and financing priorities, while creating an internal SDG-oriented domestic revenue mobilization and allocation agenda; by developing SDG investment intelligence based on those priorities, and by putting in place tailored resource mobilization mechanisms including an effective monitoring system elucidating the impact of government policy and SDG financing solutions, structural transformation will be effective and the SDG achievement will be accelerated.

### *b) Detailed explanation of the ToC.*

#### **Rationale**

In its Development Agenda (CAMEROON VISION 2035), Cameroon aims to become "an emerging country, democratic and united in its diversity", by 2035. The implementation of

this Development Agenda has been programmed to be conducted in three phases. The first phase, which covers the 2010 to 2020 period, aims to modernize the economy by accelerating growth, creating formal sector jobs and reducing poverty. This phase is articulated in the country's Growth and Employment Strategy Paper 2010-2020 (DSCE 2010-2020). The second phase which will be guided by the upcoming National Development Strategy (NDS 2020-2030) fully aligned with the SDGs aims to make Cameroon a higher-middle-income country. This ambition translates into the need for the country to accelerate and strengthen the pace of economic growth, focusing on its immediate assets such as agriculture, mining, etc., and ensuring a more inclusive sharing of the fruits of this growth. As it is already the case in the first phase, financing is the weakest part of the NDS; it does not contain costings or financing details.

Aware of the relevance of the need of an integrated approach in development financing, with reference to the Addis Ababa Action Agenda (AAAA), the Government of Cameroon, through the Ministry of Economy, Planning and Regional Development (MINEPAT), asked support from UNDP to conduct a Development Financing Assessment (DFA). The AAAA provides a global framework for financing sustainable development – by aligning financing with the SDGs and policies with economic, social and environmental priorities. The DFA study is completed and was officially launched on March 12<sup>th</sup>, 2020 in the presence of the Minister of Economy, Planning and Regional Development and the Minister of Finance. The DFA is the first step for the Government of Cameroon towards designing an Integrated National Financing Framework (INFF), an integrated approach to mobilize all public, private, national and international resources and finance the national development agenda that is fully aligned with the SDGs.

Traditionally, the UN and development partners have supported policy development by sector, mandate or area of specialization. The upcoming NDS and the decision of the Government of Cameroon to elaborate an INFF creates a unique opportunity for UNCT to join efforts with development partners to enforce integrated policy solutions and financing strategies that accelerate progress on the SDGs. By working together with a strategic focus on NDS priorities, the UNCT can improve its support to national stakeholders, offer integrated policy support and nurture new and existing partnerships with traditional and non-traditional partners including the private sector.

### ***Strategic response***

The present proposal is designed to support accelerated catalytic change towards the SDGs to promote inclusive growth and place Cameroon on the path of Newly Industrialized Countries (NICs) as stated by the NDS. It is based on the UN's comparative advantage in enabling transformative actions on the SDGs by linking integrated policy and financing for sustainable development. The proposal revitalizes collaboration among UNCT under the leadership of the UN Resident Coordinator to support an integrated approach to the SDGs and leverage the convening and partnership development role of the UN. The programme will pool expertise across UNCT, specifically from UNDP and UNWomen and create strategic partnerships with and outside the UN at local, regional and global levels.

The proposal emphasizes national capacity building on integrated policy and financing and ensures that our offers are aligned with UNDAF and national development priorities. The focus will be on increasing financial resources and allocating them better to avoid leakages, managing innovative partnerships – using new financing instruments. The social contract will also be renewed in promoting an inclusive SDG financing dialogue, that would cover the planning, budgeting, implementation and review of expenditure, and promote accountability, transparency and participation at national and sub-national levels.

## **Results logic**

Overall, the proposed Joint Programme is expected to accelerate SDG achievement by supporting the Government of Cameroon in improving resource mobilization and enhancing the efficiency of public spending. It will address identified key challenges that impede the quality of public expenditures and the increase of resources mobilization, and also provide partnership opportunities with the private sector and access to expertise inside and outside the UN. This is expected to create enabling conditions and capacities to establish efficient sustainable financing for structural transformation of the Cameroonian economy via its SDG-aligned National Development Strategy NDS (2020-2030).

The proposed Joint Programme will operate in three interlinked domains: implementation of a financing strategy including reforms of its core institutional components; integration of planning and finance policy functions, process and systems; and identification of innovative funding mechanism to set up an impact investment platform. These three domains are absolutely intertwined to convert integrated policy changes into transformative actions.

The design and implementation by the Government in a spirit of multi-stakeholder dialogue and the coordination of an SDG-aligned financing strategy and its core institutional components should create the enabling environment and capacities for aligning public and private capital to the SDGs and related national strategies. The integrated approach being sought will facilitate the development of a common approach and promote national dialogue to meet the SDGs and accelerate reforms that are needed to implement a strategic, holistic, results-driven approach to financing development objectives. This will lead to the creation of a "Cameroon Development Forum", a Government-led dialogue between the State and its development partners on sustainable development; including SDG financing, strengthening transparency and accountability and the realignment of resources. The institutionalization of this "Cameroon Development Forum" will reinforce stakeholder engagement and inclusive coalitions. The long-term integrated financing strategy elaborated through extensive consultations will guide resource mobilization efforts and maximize the impact of all resources - public and private. Following the recommendation of DFA, consultation will take place with relevant agencies and actors involved in resource mobilization: remittances from the diaspora, development cooperation, vertical and climate funds, domestic resources and private capital. A roadmap of SDG financing solutions articulated around decentralization and addressing fiscal transfer challenges should reinforce SDG achievement through local action. An effective monitoring system, designed in consultation with relevant stakeholders, will enable an understanding of the impact of government policy and SDG financing solutions and consequently deliver more effectively for the SDGs.

Through integrating planning and financing functions and processes, the Government will ensure the alignment of the financing opportunities/flows with the national development priorities in the NDS (2020-2030) and strengthen accountability for SDG acceleration and attractivity for private - domestic and international - resources. The adopted approach is to tap on the identified five SDG accelerators for Cameroon, namely, health, gender equality, agriculture, governance, and infrastructure. Identification and prioritization of interventions that drive progress on accelerators including mapping of investment opportunities and bottlenecks to acceleration and solutions will be undertaken through an integrated and participatory approach to build an SDG Acceleration Compact. An SDG investor mapping will identify viable investment opportunities to assist investors. This mapping of SDG-investment opportunities, especially SDG accelerators and potential investors will allow the Government to generate an impact intelligence tool. The SDG acceleration compact should trigger positive multiplier effects, and successfully deliver solutions to bottlenecks that impede progress toward national development objectives.

Government capacity will be strengthened jointly with technical support from UNWomen and UNICEF and other partners such as the World Bank and AfDB to make State Budget (Health, education, agriculture, and infrastructure sectors) SDG-oriented and gender-responsive. It should improve the efficiency of public expenditure in these strategic sectors for the NDS. The design of a Monitoring, Reporting and Verification system (MRV) of the finance architecture covering the full spectrum of MRV functions (track, process, verify and report) will help to build a strong financing architecture and tracking system which better directs the allocation of resources to address SDG accelerators and LNOB issues. The Joint Programme will help develop financing policies for leveraging untapped financing opportunities. It implies the necessity to develop national capacity in strengthening the management of innovative financial instruments to reinforce the ability of the public and private sectors to mobilize resources. It also requires the development of innovative mechanisms that catalyze and attract sustainable and inclusive private investments.

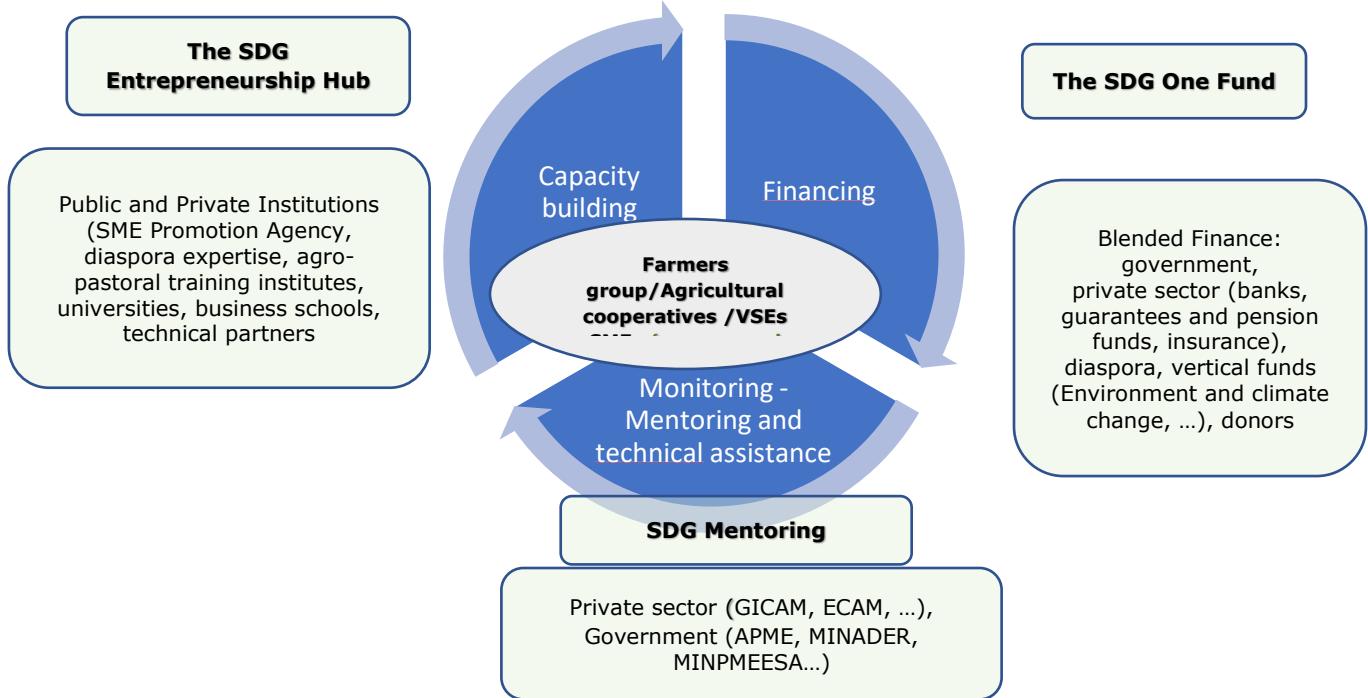
To ensure that funding from the Joint SDG Fund helps the country move beyond aid, together with reforms to create an ecosystem bonding public and private actors behind the national priorities (SDGs), this initiative also proposes an innovative financing instrument that will blend public/private and domestic/international finances to deliver key SDGs results on the ground. Specifically, we plan a feasibility study for the establishment of an integrated platform called “SDG One Fund Platform Cameroon”. The SDG One Fund Platform Cameroon is an integrated platform that includes three pillars: (I) an “SDG entrepreneurship Hub”, (ii) an “SDG One Fund”, and (iii) an “SDG Business mentoring”.

The **SDG Entrepreneurship Hub** is a knowledge center that covers existing public and private institutions such as entrepreneurship training centers, business schools, government/private entrepreneurship programs or projects to inspire and cultivate professional entrepreneurship among youth, women, farmers, VSEs and SMEs in agriculture and agro-industry in Cameroon. In addition to its training and promotion of entrepreneurship component, the SDG Entrepreneurship Hub will also aim at encouraging through competition and coaching, the preparation of business plans in line with the financing facilities offered by the second pillar - the “SDG one Fund”. This coaching includes training on simple record-keeping and guidance on how to prepare financing requests and deal with banks or investors. With this Hub, identification of sustainable business projects and the preparation of business plans will be better, both in terms of quality and quantity. Therefore, it should reduce information asymmetries in lending and increase the number of bankable projects that are attractive to the private sector, especially commercial banks and investors.

The **SDG One Fund** is the financing facility that aims at encouraging and stimulating greater VSEs and SMEs financing by attracting the participation of other parties such as commercial banks or private investors (national or international) to participate in agriculture and agro-industry projects. The platform aims to raise blended funding from government, national and international investors, donors, philanthropist, and diaspora or vertical fund through a multitude of instruments. These funds will be channelled to agricultural and agro-industrial projects that support structural transformation of the Cameroonian economy and accelerate SDG achievement. Funding will be tailored to the appetite of donors and investors in line with the needs of VSEs and SMEs.

The **SDG Business Mentoring** is the “after funding service” that aims to assist and monitor funding recipients through mentoring. For a country like Cameroon where the failure rate of VSEs/SMEs remains very high, having a mentor is vital to ensuring success in the critical ‘foundation stage’ of the business.

### Cameroon SDG One Fund Platform

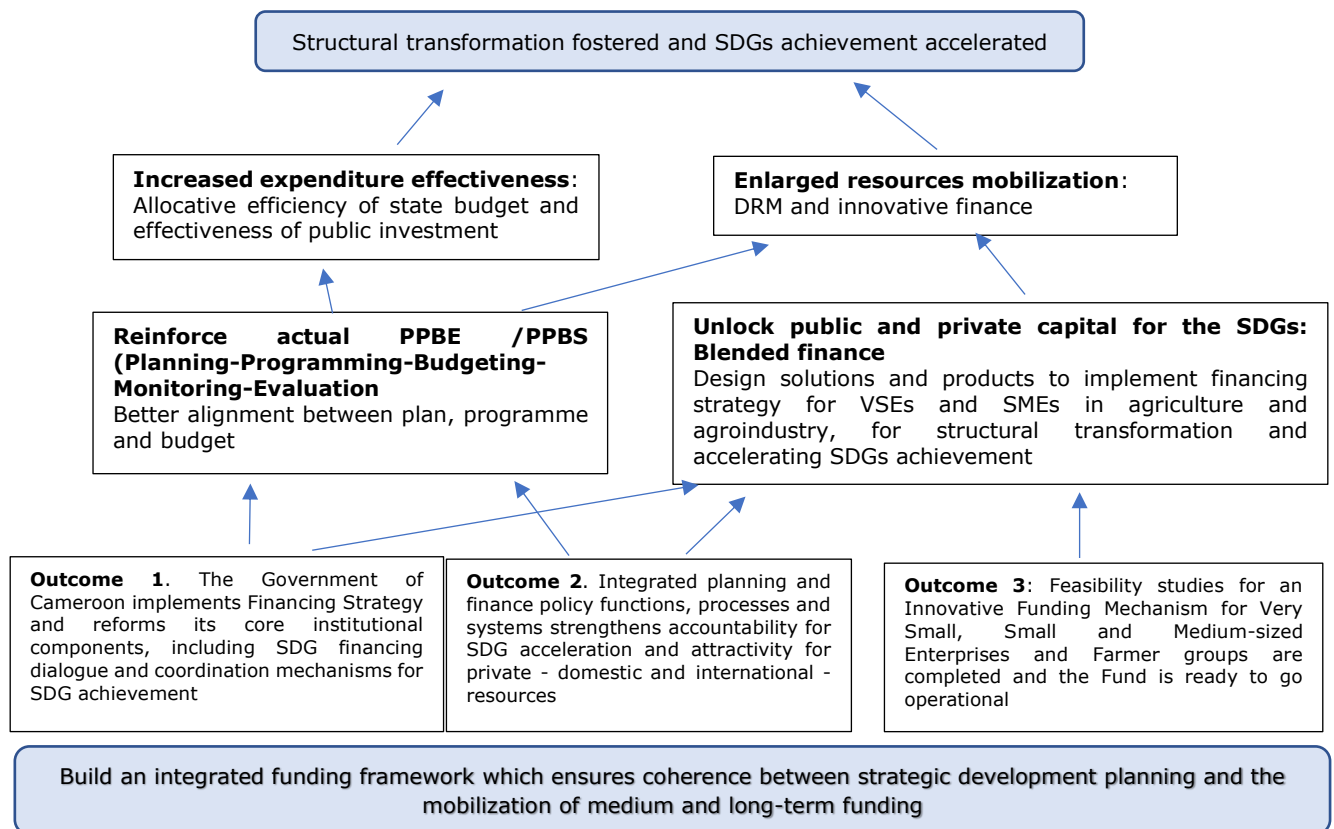


*c) ToC assumptions:.*

The ToC assumptions are as follows

- The National Development Strategy NDS (2020-2030) is approved and implemented
- Strong national leadership, fully committed towards the achievement of SDGs
- The public and private sectors as well as the identified civil society organizations cooperate in the coordination of actions and synergizing on pilot initiatives
- Bilateral and Multilateral donors are willing to coordinate
- Availability of funds
- Peace and security are integrated through all the SDGs accelerators in the Government’s plan of action

d) Graphical representation of ToC.



### 2.3 Expected results by outcome and outputs

#### Outcome 1. The Government of Cameroon implements Financing Strategy and reforms its core institutional components, including SDG financing dialogue and coordination mechanisms for SDG achievement

- Output 1.1: The extended DFA oversight committee manages and coordinates the INFF process.
- Output 1.2. Multi-stakeholder national dialogue platform strengthens the role of non-state actors and promotes transparency and accountability.
- Output 1.3. Long-term integrated financing strategy directs resource mobilization efforts and maximizes impacts of all resources - public and private.
- Output 1.4. Effective monitoring systems enable to understand the impact of government policy and SDG financing solutions.

#### Outcome 2. Integrated Planning and finance policy functions, processes and systems strengthens accountability for SDG acceleration and attractivity for private - domestic and international - resources

- Output 2.1. SDG acceleration compact triggers positive multiplier effects and successful delivery of solutions to bottlenecks that impede progress toward national development objective.



- Output 2.2. State Budget (Health, education, agriculture and infrastructure sectors) are gender-responsive.
- Output 2.3. Strong financing architecture and tracking system directs better allocation of resources to address SDG accelerators and LNOB issues.
- Output 2.4. Strengthening innovative financial instruments management to reinforce public and private sectors ability to mobilize resources.

**Outcome 3: Feasibility studies for an Innovative Funding Mechanism for Very Small, Small and Medium-sized Enterprises and Farmer groups are completed and the Fund is ready to go operational**

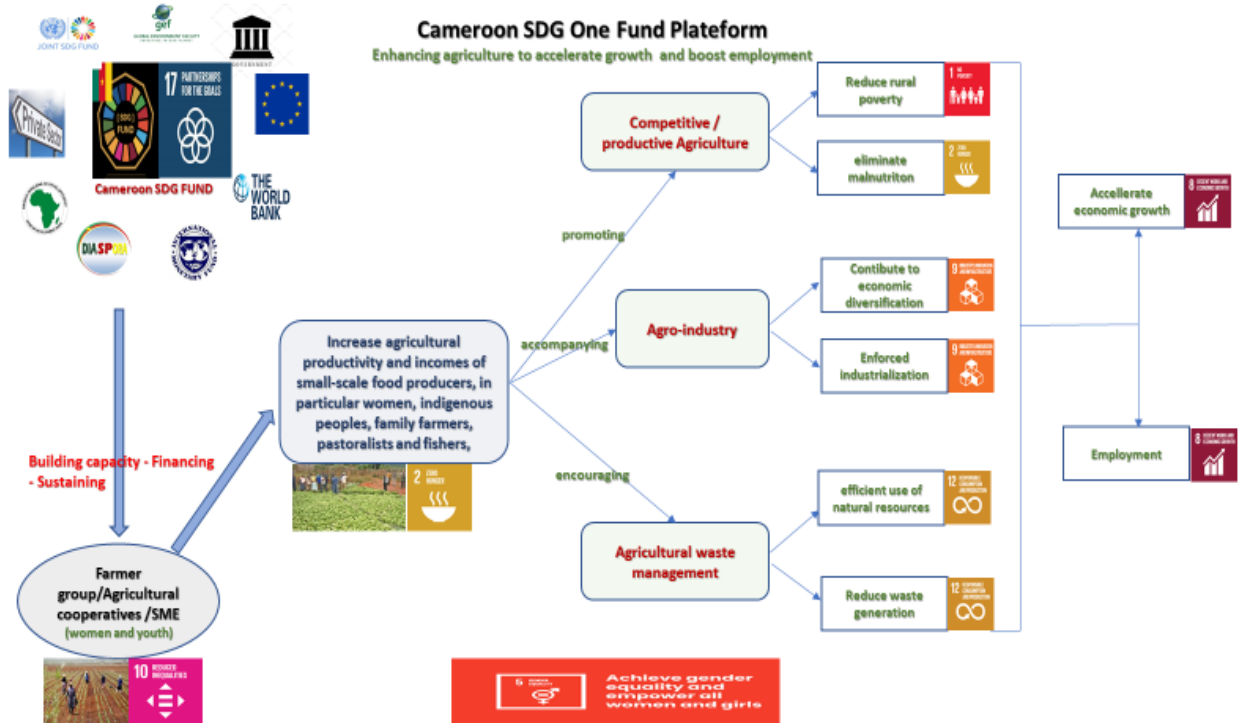
- Output 3.1. The "Cameroon SDG One Fund Platform" is ready to be operationalized.
- Output 3.2. Investor mapping of business opportunities in agribusiness and other hotspot sectors identifies strong market opportunity areas.
- Output 3.3. Mapping of existing capacity in agribusiness and other hotspot sectors identifies gap and needs.

*What happens after the Joint Programme is completed.*

After the Joint Programme, a number of things will happen:

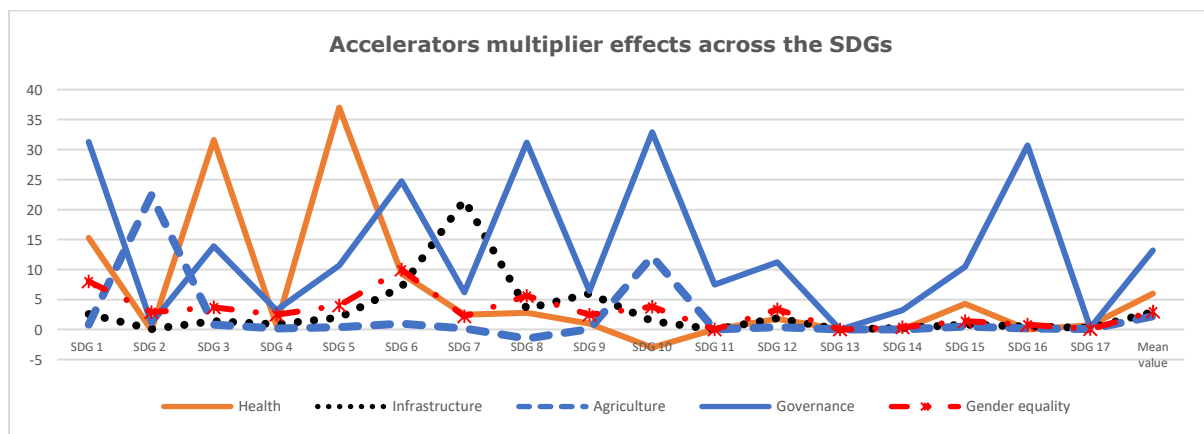
- The National Development Strategy (2020-2030) aligned with SDG is adequately financed.
- All the governance and coordination organs and systems are functional.
- The monitoring, reporting and evaluation framework is in place.
- SDG accelerators interventions are implemented.
- Cameroon SDG One Fund is operational with impacts on productivity/competitiveness in the agriculture and agro-industry, and agricultural waste management. This is highlighted in the diagram below which also indicates the SDGs that could potentially be impacted.

The diagram below summarizes how the Cameroon SDG One Fund is expected to operate and the expected results; in terms of the SDGs to be impacted. The fund will be constituted with contributions from both multilateral and bilateral partners, the Diaspora, the central bank and the private sector (financial institutions). The farmer groups, agricultural cooperatives, Very Small, Small and Medium-sized enterprises will benefit from capacity enhancing (training, mentoring...), financing and sustaining which will increase their productivity and incomes; especially women and youth. In addition to agriculture and agro-industry, the SDG One Fund is also expected to affect SDG 12 by incorporating a component on agricultural waste management to reduce the generation of waste.



- Briefly indicated the expected progress on the selected SDG targets

The increased resources mobilized from the design and implementation of the INFF will be directed to priority investments as identified by the SDG accelerators. Among the proposed interventions, governance has the greatest impact, followed by the health sector (largely due to family planning initiatives). The third is investment in infrastructure, where progress is mainly due to small-scale energy installations (photovoltaic and hydroelectricity), followed by agricultural policy with the largest contributor being: training in sustainable agriculture.

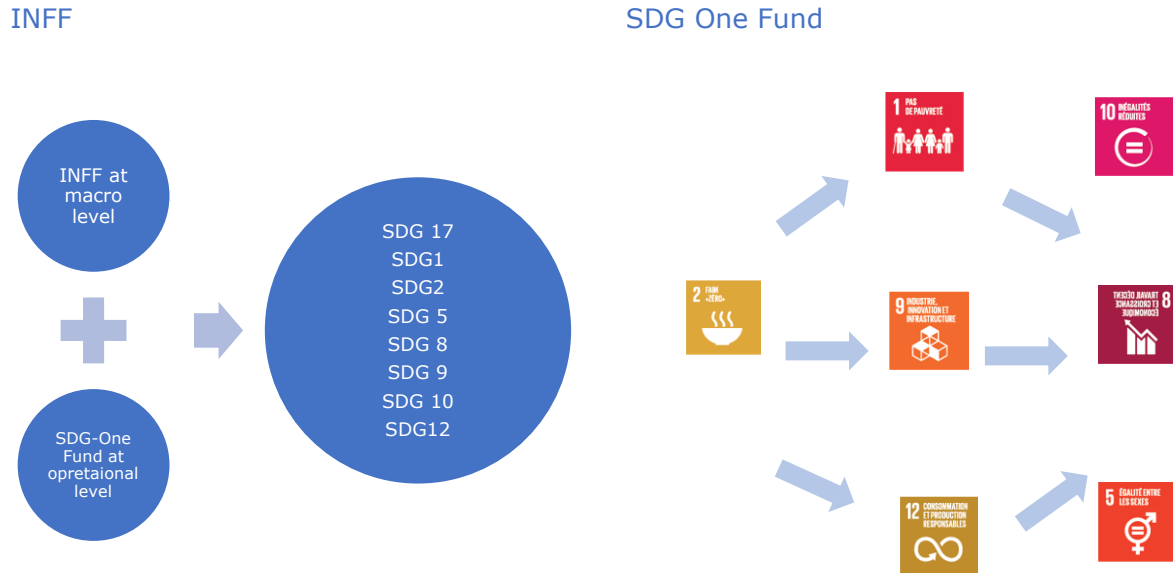


Source: Study on SDGs accelerators in Cameroon, MINEPAT/UNDP, 2019.

Added-value generated measures the difference in progress generated by the accelerator compared to the "Business as usual" BAU scenario where the system evolves according to principles observed in the past, where no additional policies are implemented and where no external shocks affect the system.

The SDG One Fund, supporting the ecosystem of Very Small Enterprises (VSEs) and Small and Medium Enterprises (SMEs) in agribusiness (agriculture and agro-industry) is expected to be a key driver of structural transformation, employment and poverty reduction in

Cameroon. As indicated above, agriculture, and especially the expansion of know-how in sustainable agriculture, has the highest multiplier effects on SDG 2 and SDG 10. Both components of the project – INFF and the SDG One Fund – are expected (through the accelerators) to affect several SDGs as illustrated in the diagram below and explained under the SDG One Platform above.



*The expected impact in terms of changed situation for the target group/s*

Achieving the SDGs requires a combination of public and private investment in potential accelerators that can foster sectors targeted by the SDGs. By building an integrated funding framework which ensures coherence between strategic development planning and the mobilization of medium and long-term funding, it will contribute to improved mobilization of funds from the most promising funding sources that can effectively contribute to the achievement of the SDGs and development goals for the next phase of the Cameroon Development Vision.

Through this initiative:

Government will: (i) mobilize different types of public and private financing to support NDS (2020-2030) priorities; (ii) better use available resources to bring changes in the life of the most vulnerable, especially women and youth; (iii) support long-term investment and strengthen medium and long-term planning by better aligning financial market incentives with longer-term goals and helping to overcome incrementalism in public budgets; (iv) enhance coherence between different financing policies, building synergies, addressing inconsistencies and trade-offs across a wide set of policies that have developed over time, (v) be able to better align development cooperation with country priorities;

The population and particularly vulnerable groups will benefit from better allocation of resources by the Government and the amelioration of a social protection system. VSEs and SMEs (with emphasis on women and youth-owned) and rural populations will benefit from innovative funding, capacity building and accompanying mechanisms to improve their productivity and revenues.

Globally, all the proposed outcomes of this proposal are meant to increase the implication of women and youth in the financial system. In fact, women and youth, especially those of rural areas are the main beneficiaries of all interventions under this proposal. This will contribute to closing the gender gap in access to financial resources. As of now, less than 20% of these target groups have access to financial facilities to develop their activities as SMEs or VSEs.

## **2.4 Budget and value for money**

The “value for money” for this initiative is demonstrated by the sustainability of the outcomes beyond the project duration. Sustainability will be ensured mainly by the following:

- (i) The new financial mechanisms set and in place at the end of the JP duration are effective including the Integrated National Financing Framework.
- (ii) Identified financing sources for the National Development Strategy (2020-2030) aligned with SDGs.
- (iii) Enabling conditions.
- (iv) Cameroon SDG One fund is ready to be implemented.
- (iv) Enabling conditions and capacities to leverage financing specifically to attract private sectors financing are in place.
- (v) The impact measurement and monitoring of resources mobilization put in place.
- (vi) SDG accelerators investments are implemented.

The initiative promotes gender mainstreaming through the financing systems. Gender inequalities will be addressed in every stage of the implementation of the project; most especially gender-sensitive budgeting. Gender will be anchored in all the budgetary systems/processes (public budget reviews, but also ensuring SDG targets are part of the COA of the public budget). Gender will also be mainstreamed through the promotion of the Gender Seal programme.

The establishment of a multi-stakeholder partnership in resource mobilization for development would be an innovative and new approach in the country. The implication of a range of partners in the implementation of an integrated financing framework is a particularly complex endeavor. This initiative will be essential to drive the commitment of partners and optimize both public and private financial contributions. This initiative will also help to mobilize the technical expertise necessary to work together and catalyze SDG achievement. This initiative will bring on board, under the leadership of the Government and the United Nations System, many other partners so as to improve coordination and coherence of all interventions by Cameroon’s partners.

The World Bank, IMF, the African Development Bank and the European Union: These institutions are committed to strengthening their support and activities in Cameroon in the context of budget support but also to provide loans for programmatic actions in favor of governance, health, education, infrastructure, agriculture, environment and resilience to climate change that are accelerators of SDG.

Private sector: The private sector represents a major partner in the initiative. The private sector is one of the main contributors to the development of Cameroon and an important partner in the achievement of the SDGs. Their implication in the planning, programming, monitoring and evaluation of the process of financing the development of the country and their active participation in SDG implementation will be a key success factor. In the area of

SDG accelerators, the private sector will contribute through financing, training and mentoring of small entrepreneurs and will help to increase their resilience.

Other partners: other partners like the diaspora, the International Finance Corporation, vertical funds, African Guarantee fund, banks, and KfW will be approached to bring them on board for the implementation of SDG One Fund Platform

## **2.5 Partnerships and stakeholder engagement**

This initiative is a Joint Programme with three agencies working together, alongside the RCO and the Government to combine their expertise and resources on one shared goal. Each actor will be responsible for the following:

a) Government: define strategic orientation;

b) RCO: coordinating the participation of UNCT and especially the technical contribution of the three PUNOs (UNDP, UNICEF and UN Women) in the Joint Program. Together with the technical lead (UNDP), develop the Monitoring and Evaluation Framework, coordinating interactions with government, development partners and other stakeholders;

c) UNDP: designing the INFF structure by developing and implementing the financing strategy, building the monitoring and review mechanism and strengthening governance;

d) UN Women: improving gender equality and women empowerment by working in gender budgeting;

e) UNICEF: strengthening of capacities of public authorities for improved budgeting for key social sectors and strengthen mechanisms to mobilize funding for children and other vulnerable members of society;

f) World Bank, IMF, African Development Bank and European Union: bringing expertise on building the integrated financing framework of NDS (2020-2030);

g) Private sector and civil society: actively participating in the multi-stakeholder national dialogue platform to facilitate dialogue and participation around financing from planning to allocation, execution, monitoring and oversight;

### *Mobilizing expertise from across the UNDS*

As a UNSDCF roll out country, a capacity mapping exercise has been conducted recently. This will be used to mobilise expertise locally. UN ECA's sub-regional office based in Cameroon will ensure links with UNECA. NRA's such as UNHabitat, UNIDO, ITC, UNDESA and UNCTAD will also be engaged. UN Regional Offices will be consulted to provide technical advice and support throughout the process and to share good practices from other parts of the world.

Through this initiative, we are creating an environment to bring in the technical expertise of the EU, the World Bank Group, the African Development Bank and the IMF in various domains to build a solid, integrated and broader SDG financing strategy and create space for building coherence in support of the Government.

### *Engaging global Joint SDG fund donors*

Among global Joint SDG Fund donors present in the country is the European Union who is already a global partner in the elaboration of the INFF and has been fully engaged in the development of the Joint Programme proposal. The programme will also support financial transparency and strengthen donor coordination, which will allow for a broader engagement of donors and a possible expansion of the Joint SDG donor pool.

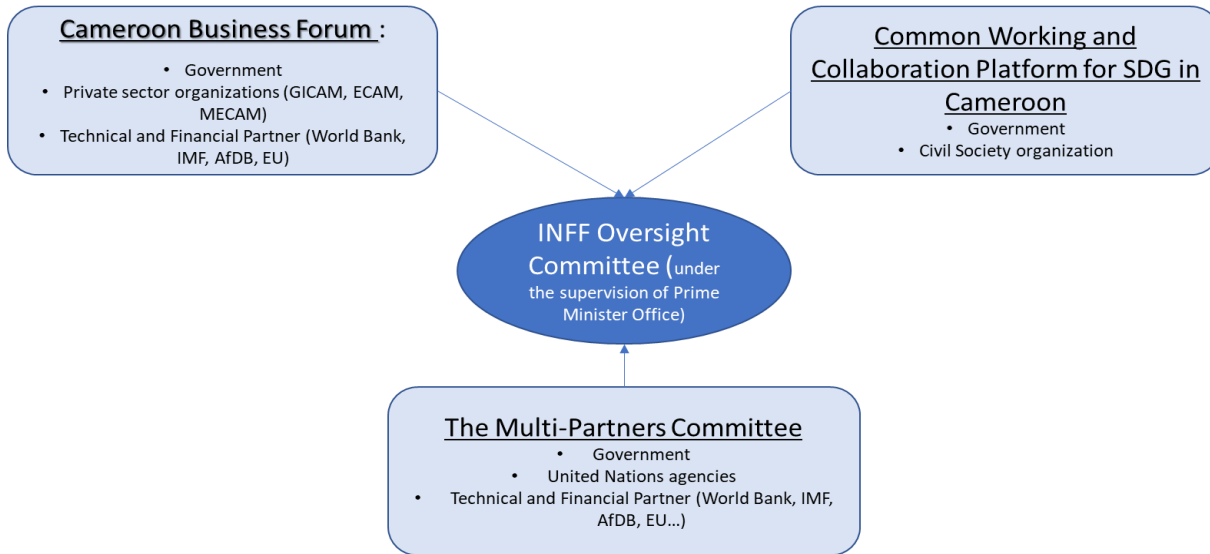
## **3. Programme implementation**

### **3.1 Governance and implementation arrangements**

The implementation arrangement will benefit from our experiences in conducting the DFA study which constitutes the first phase of the INFF process.

Government leadership and ownership of the INFF is essential. Therefore, outlining the process and oversight responsibilities involved in undertaking an INFF process is important. First, such a description also provides a useful basis for identifying ways of enhancing quality assurance and providing clarity on the roles of different actors in the process. Second, it facilitates appropriation and sustained implementation of results by government and other stakeholders. In conducting DFA in Cameroon, a formal Oversight Committee was constituted, and it was a key aspect of consolidating the Government's leadership and governance role in the assessment process. The committee was co-chaired by the Ministry of Economy, Planning and Regional Development (MINEPAT) with the Ministry of Finance (MINFI). Members of the Committee were composed of the heads of the technical Departments in both ministries involved with the DFA, including: (i) International Economic Cooperation, (ii) Budget, (iii) State Revenue and (iv) Economic Analysis and Policy. The Committee also included a representative of the Chamber of Trade, the National Observatory of Climate Change and academics. Representatives of the technical and financial partners sat as observers. The Oversight Committee played the overall governance and leadership role in the DFA process and will continue to take this role in INFF design and implementation.

To conduct this second phase of INFF, the DFA oversight committee will be extended to non-states actors. The extended committee will integrate private sector, civil society and Technical and Financial Partner. These actors will be mobilized from the existing structures like the Cameroon Business Forum, the national platform of Civil Society Organizations and The Multi-Partners Committee.



The Cameroon Business Forum is a public-private dialogue mechanism set up to work towards improving the business climate. It is initiated jointly by the Cameroonian government and IFC (International Finance Corporation) of the World Bank Group, which provides technical support to the State for a better appropriation, in the long term, of this consultation platform. The members are Government, Technical and Financial Partners and the private sector.

The Multi-Partners Committee is the main platform for dialogue between PTF and the Government. It is co-chaired by the United Nations Resident Coordinator and the Secretary General of the Ministry of Economy, Planning and Regional Development. There are also sectoral partnership platforms across the seven sectors of Cameroon's development strategy comprising at least 14 subgroups.

Common Working and Collaboration Platform on the Sustainable Development Goals in Cameroon is a platform of Civil Society Organizations and the Government concerned by effective implementation of the Sustainable Development Goals (SDGs), especially those who feel they are at the forefront of the four national development priorities inscribed in the Circle of Sustainable Development Efficiency - CSDE (Health, Education, Employment, Environment) and/or the four cross-cutting concerns (Infrastructure, Good Governance, Human Rights, Gender).

The Extended Oversight Committee will oversee the Government's engagement with development partners and other relevant stakeholders to the INFF process, as well as on implementation of the recommendations from policy dialogues. The involvement of the Prime Minister's Office; inter-ministerial and inter-sectoral frameworks; and also TFPs, civil society, private sector and parliamentary committees (Budget and Finance) in the Oversight Committee will be very important. The INFF committee would be placed under the supervision of the National Council of Planning and Rural development (presided over by the Prime Minister), in charge of steering and monitoring the implementation of NDS 2020-2030.

The Oversight Committee will formally meet at agreed milestones of the INFF process. The primary duties of the committee are proposed as follows:

- Approve and supervise the INFF work plan and key milestones
- Provide strategic directions and feedback, especially if the INFF team faces significant challenges

- Review the documents presented by the INFF team and provide comments within the agreed timeframe
- Endorse the outcome of the INFF and the resulting implementation Roadmap

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

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 program, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint program 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 program will allocate resources for monitoring and evaluation in the budget.

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

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

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

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

---

<sup>2</sup> This will be the basis for release of funding for the second year of implementation.



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

After competition of a joint program, a final, *independent and gender-responsive*<sup>3</sup> evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint program, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

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

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Program 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 program support costs will be 7 percent. 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 program.

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.

---

<sup>3</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

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

Agency name	Agreement title	Agreement date
UNDP	Accord entre le PNUD et le Gouvernement de la République du Cameroun	25 October 1990
UNWomen <sup>4</sup>	Accord entre le PNUD et le Gouvernement de la République du Cameroun	25 October 1990
UNICEF	Accord de base pour la coopération conclue par le Gouvernement avec le Fonds des Nations Unies pour l'Enfance (UNICEF)	30 December 1995

---

<sup>4</sup> UNWomen was born of UNDP and still shares its Country Agreement in Cameroun

## D. ANNEXES

### Annex 1. List of Related Initiatives

Name of initiative/project	Key expected results	Links to the Joint Programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
DFA Initiative	Diagnose all current funding sources to identify the under-exploited ones and those that are most promising for achieving the country's development goals. Review the national planning, programming, budgeting and development of monitoring and evaluation frameworks. Recommend with detailed roadmaps for each funding type, an action plan to mobilize and better manage funding in order to achieve mobilization and optimal utilization of resources.	The strategy itself, the partners involved and the key pillars of the strategy are the outcomes of the JP	UNDP	MINEPAT		Francis ANDRIANARISON <a href="mailto:francis.andrianarison@undp.org">francis.andrianarison@undp.org</a>
Making Every Woman and Girl Count	Improvement of the production and use of gender data by the national statistical system to support the implementation and the monitoring of the SGDs	The project has a component in supporting the national Gender Responsive Budgeting Strategy	UN Women		500 000 from the Swedish International Development Agency (SIDA)	Uilrich WAFFO <a href="mailto:uilrich.waffo@unwomen.org">uilrich.waffo@unwomen.org</a>
Public Expenditure Tracking Survey in Health, Education, Nutrition, Hygiene, Water and Sanitation	Estimate the loss of resources and quantify the proportion that actually reaches the final providers.	Monitoring of public expenditure in the social sectors	UNICEF	MINEPAT, INS	300.000 USD	Sylvain MEBARA <a href="mailto:smebara@unicef.org">smebara@unicef.org</a>

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

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented  
*(set the targets, if relevant)*

Indicators	Targets	
	2020	2021
4.1: # of integrated financing strategies that were tested (disaggregated by percent successful/unsuccessful)		
4.2: # of integrated financing strategies that have been implemented with partners in lead <sup>7</sup>		
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on the SDGs made operational		

#### Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country<sup>8</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual percent of financial delivery
- Joint Programme operationally closed within original end date
- Joint Programme financially closed 18 months after their operational closure
- Joint Programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint Programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint Programme featured gender results at the outcome level

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

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

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

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

- Joint Programme undertook or drew upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint Programme planned for and can demonstrate positive results/effects for youth
- Joint Programme considered the needs of persons with disabilities
- Joint Programme made use of risk analysis in programme planning
- Joint Programme conducted do-no-harm/due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

## 2.2. Joint Programme Results Framework

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: The Government of Cameroon implements Financing Strategy and reforms its core institutional components, including SDG financing dialogue and coordination mechanisms for SDG achievement					
Outcome 1 indicator 1: Funding strategy document	0	1	0	Development report	MINEPAT, MINFI
Outcome 1 indicator 2: % of actors involved implementing the financing strategy	0	75%	90%	Strategy implementation reports	MINEPAT, MINFI, NGO, Private sector
Output 1.1 The extended DFA oversight committee manages and coordinates the INFF process					
Output 1.1 indicator: INFF supervisory committee	1	1	1	Constitution of the extended DFA oversight Committee	MINEPAT, MINFI
Output 1.2: A multi-stakeholder national dialogue platform is established to strengthen the role of non-state actors in sustainable development and to promote transparency and enhance accountability					
Output 1.2 indicator: Dialogue platform	0	1		Act of creation of the platform	MINEPAT
Output 1.3: Long-term integrated financing strategy directs resource mobilization efforts and maximizes impacts of all resources - public and private					
Output 1.3 indicator 1: Resource mobilization monitoring strategy is disposable	0	0	1	Report	MINEPAT

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Output 1.4. Effective monitoring systems enable to understand the impact of government policy and SDG financing solutions.					
Output 1.4 indicator: Strategy Document	0	0	1	Strategy document validation report	MINEPAT, MINFI
Outcome 2: Integrated Planning and finance policy functions, processes and systems strengthens accountability for SDG acceleration and attractivity for private - domestic and international - resources					
Outcome 2 indicator: Integrated planning and financing document	0	1		Policy implementation report	MINEPAT, MINFI
Output 2.1 SDG acceleration compact triggers positive multiplier effects and successful delivery of solutions to bottlenecks that impede progress toward national development objective					
Output 2.1 indicator: Proportion of accelerators developed	0	3/5	4/5	Report	MINEPAT
Output 2.2: The State Budget (Health, education, agriculture and infrastructure sectors) is gender-responsive					
Output 2.2 indicator: Number of gender sensitive sectors	0	2	4	Report	MINSANTE, MINADER, MINTP, MINEDUB, MINESEC
Output 2.3: A strong financing architecture and tracking system directs better allocation of resources to address SDG accelerators and LNOB issues					
Output 2.3 indicator: Existence of Monitoring Reporting and Verification system (MRV) of finance architecture to capture domestic and international financial inflows			1	Report	MINEPAT
Output 2.4 Strengthened management of innovative financial instruments to reinforce the ability of the public and private sectors to mobilize resources					
Output 2.4 indicator: % of key actors with strengthened capacities on PPP management and on new innovative financing instruments and vertical funds	0	50%	90%	Training Reports	MINEPAT, MINFI, GICAM, Social sectors partners

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Output 2.5: Strengthening of capacities of public authorities for improved budgeting for key social sectors					
Output 2.5 indicator: Number of authorities able to mobilize funding for the social sector	45	160	320	Reports	MINEPAT, MINDEVELO, MINFI
Outcome 3: An Innovative Funding Mechanism for Very Small Enterprises (VSEs), Small and Medium Enterprises (SMEs) and Farmers group is ready to be operationalized					
Outcome 3 indicator: Operational financing mechanism	0	0	1	Report of elaboration of the mechanism	MINEPAT, MIN
Output 3.1: The "Cameroon SDG One Fund Platform" is ready to go operational					
Output 3.1 indicator: Feasibility study document	0	0	1	Reports	MINEPAT
Output 3.2: Mapping of business opportunities in agribusiness and other hotspot sectors identifies strong market opportunity areas					
Output 3.2 indicator: Business Mapping opportunities	0	0	1	Reports	MINEPAT
Output 3.3: Mapping of existing capacity in agribusiness and other hotspot sectors identifies gap and needs					
Output 3.3 indicator: Capacity building mapping	0	0	1	Reports	MINEPAT

### [Annex 3. Gender Marker Matrix](#)

<b>Indicator</b>		<b>Score</b>	<b>Findings and Explanation</b>	<b>Evidence or Means of Verification</b>
<i>N°</i>	<i>Formulation</i>			
1.1	Context analysis integrates gender analysis	<b>2</b>	The context analysis focused on the results of the evaluation of the Growth and Employment Strategic Paper (GESP) which revealed that economic growth in Cameroon has not been inclusive; youth and women, especially those from rural areas, being more marginalized in the economically.	GESP evaluation or DFA analysis report
1.2	Gender equality mainstreamed in proposed outputs	<b>2</b>	Women and youth from rural areas who are the most economically marginalized and the most excluded from the financial system. They will be the main target of the Joint Programme with the aim of closing the gender gap.	
1.3	Programme output indicators measure changes on gender equality	<b>2</b>	Since the main target of the Joint Programme is women and youth, one key output indicator will measure the gender gap in access to financial services.	
2.1	PUNO collaborate and engage with the Government on gender equality and the empowerment of women	<b>3</b>	UN Women is assisting the Government in the development and implementation of a Gender National Policy which imposes itself as the framework of reference in achieving gender equality objectives in the country. Based on that, gender mainstreaming is mandatory in all projects and programmes developed by the Government. Moreover, UNDP pays a key attention on gender issues in all their interventions in the country.	National Gender Policy 2015-2020, National Development Strategy 2020-2030
2.2	PUNO collaborate and engages with women's/gender equality CSOs	<b>3</b>	UN Women supported the creation of a Civil Society Advisory Group on gender (CSAG) and a Working Group of Civil Society Organizations on gender and public policies. These groups are composed of renown and credible CSOs working on gender issues in the country.	UNWomen programmatic Framework 2020
3.1	Programme proposes a gender-responsive budget	<b>1</b>	Reinforcing the gender responsive budgeting framework in the Country is one of the key expected outcomes of the proposal	Proposed activities related to the GRB
<b>Total score</b>		<b>13</b>		

## Annex 4. Budget and Work Plan



#### 4.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	UNDP		UNWOMEN		UNICEF		PUNO 4		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0		0		0		0		0	
2. Supplies, Commodities, Materials	244 579		137 000		77 000		0		458 579	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0		0	
4. Contractual services	291 000		50 000		90 000		0		431 000	
5.Travel	20 000		0		25 000		0		45 000	
6. Transfers and Grants to Counterparts	0		0		0		0		0	
7. General Operating and other Direct Costs	0		0		0		0		0	
<b>Total Direct Costs</b>	<b>555 579</b>		<b>187 000</b>		<b>192 000</b>		-		<b>934 579</b>	
8. Indirect Support Costs (Max. 7%)	38 891		13 090		13 440		-		65 421	
<b>TOTAL Costs</b>	<b>594 470</b>		<b>200 090</b>		<b>205 440</b>		-		<b>1000000</b>	-
<b>1st year</b>	<b>300 000</b>		<b>100 000</b>		<b>100 000</b>				<b>500 000</b>	0
<b>2nd year</b>	<b>294 470</b>		<b>100 090</b>		<b>105 440</b>				<b>500 000</b>	0

The table shows the budget of the Joint Programme per UNSDG budget categories. 47.16 percent of the total budget will go for project supplies, commodities and materials, while 44.30 percent will be devoted to contractual services (i.e. contracts with consultants for various studies required for the designing and implementing INFF and feasibility studies for the SDG One Fund in Cameroon). Project-related travel cost will take just 2 percent of the budget while the remaining 6.54 percent will cover indirect support costs. Therefore, total direct project costs amount to 93.46 percent. Nothing is allocated for Staff and other personnel costs, as the project will be coordinated by UN staff.

The detailed work plan (4.3 below) provides further details on the distribution of the budget between the various activities and outputs of the project, especially under supplies, commodities, materials, and Contractual services.

#### 4.2 Budget per SDG targets

SDG TARGETS		%	USD
	SDG 5	20%	200 090
	SDG 16	12%	124 579
	SDG 17	68%	675 331
<b>TOTAL</b>		<b>100%</b>	<b>1 000 000</b>

The budget as per SDG targets focuses only on the direct impact of the project. A large share of the budget (over 67 percent) will be concentrated on activities that will directly impact SDG 17, i.e. mobilize substantial financial resources for the SDGs through the designing and implementation of the integrated national financing framework (INFF). These resources will then be used to invest in the 16 remaining SDGs as earlier explained. INFF is not only about resources mobilization, but also about improving the effectiveness of public expenditures, thus affecting the quality of institutions (SDG 16). This should equally have a positive impact on investments in the other SDGs. Around 12.46 percent of project resources will be directed towards this SDG. The remaining 2 percent will directly address gender issues (SDG 5), notwithstanding that gender is a cross-cutting theme in this Joint Programme and some of the resources aimed at SDGs 16 and 17 will be addressing gender-related issues.

#### 4.3 Workplan

Outcome 1			The Government of Cameroon implements Financing Strategy and reforms its core institutional components, including SDG financing dialogue and coordination mechanisms for SDG achievement																	
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contrib (USD)	Total Cost (USD)					
<b>Output 1.1: The extended DFA oversight committee manages and coordinates the INFF process</b>			Review the DFA oversight committee to include other stakeholders (Non-state actors, National Council of Planning and Regional Development)											Supplies, Commodities, Materials	10 000	0	10 000	UNDP	MINEPAT	
			Organise meetings of the committee																	
<b>Output 1.2: Multi-stakeholder national dialogue platform strengthens the role of non-state actors and promotes transparency and accountability</b>			Organise consultation between the Government, private sector umbrella organisations (GICAM, ECAM...), development partners, civil society and local representatives on how to create the Cameroon Development Forum as national multi-stakeholder dialogue platform											Contractual services	10 000	0	10 000	UNDP	MINEPAT, MINFI	
			Review lessons learned from the experience of other countries that have successfully set up a multi-stakeholder dialogue platform											Travel	20 000		20 000			
			Organise a meeting of the "Cameroon Development Forum"												Supplies, Commodities,	35 000				35 000
			Consult the National Council of Planning and Regional Development (NCPRD) and other Partners on the value and scope of developing a long-term holistic resource mobilization strategy												Supplies, Commodities,	5 000				5 000
<b>Output 1.3: Long-term integrated financing strategy directs resource mobilization efforts and maximizes impacts of all resources -public and private.</b>			Estimate the cost of NDS 2020-2030 implementation											Contractual services	30 000		30 000	UNDP	MINEPAT, MINFI, INS	
			Identify potential financial sources and establish annual and medium-term financing targets based on estimated cost of the NDS and types of investments											Supplies, Commodities,	20 579		20 579			
			Identify potential financial sources and establish annual and medium-term financing targets based on estimated cost of the NDS and types of investments												Contractual services	30 000				30 000
<b>Output 1.4: Effective monitoring systems enable to understand impact of government policy and SDG financing solutions.</b>			Review existing data systems and identify overlaps and gaps vis-à-vis the data requirements of selected indicators to maximize effective use of monitoring systems											Contractual services	20 000		20 000	UNDP	MINEPAT, MINFI, INS	
				Supplies, Commodities, Materials	10 000		10 000													
				Supplies, Commodities, Materials	10000		10 000													
Outcome 2			Integrated planning and finance policy functions, processes and systems strengthens accountability for SDG acceleration and attractivity for private - domestic and international - resources																	

Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved	
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)			
<b>Output 2.1: SDG acceleration compact triggers positive multiplier effects and successful delivery of solutions to bottlenecks that impede progress toward national development objective</b>			Identify and prioritize interventions that drive progress on accelerators including mapping of investment opportunities									4. Contractual services	20 000	0	20 000	UNDP	MINEPAT	
													2. Supplies, Commodities,	15 000				15 000
			Identification and prioritization of bottlenecks to accelerate solutions										4. Contractual services	20 000				20 000
													2. Supplies, Commodities,	20 000				20 000
			Preparation of an SDG acceleration compact										4. Contractual services	30 000				30 000
													2. Supplies, Commodities,	20 000				20 000
<b>Output 2.2: State Budget (Health, education, agriculture and infrastructure sectors) are gender-responsive</b>			Conduct capacity building on gender responsive SDG budgeting, monitoring-evaluation and reporting									4. Contractual services	50 000		50 000	UNWomen	MINEPAT, MINPROFF	
													2. Supplies, Commodities,	87 000				87 000
			Accompanying the budgeting process										2. Supplies, Commodities,	50 000				50 000
<b>Output 2.3: Strong financing architecture and tracking system directs better allocation of resources to address SDG accelerators and LNOB issues</b>			Design a Monitoring Reporting and Verification system (MRV) of finance architecture covering all MRV functions (track, process, verify and report) to capture domestic and international financial inflows.									4. Contractual services	20 000		20 000	UNDP	MINEPAT, MINFI	
													2. Supplies, Commodities,	15 000				15 000
<b>Output 2.4: Strengthened management of innovative financial instruments to reinforce the ability of public and private sectors to mobilize resources</b>			Conduct training sessions on resource and partnerships mobilization including the private sector on new innovative financing instruments and vertical funds									4. Contractual services	20 000		15 000	UNDP	MINEPAT	
													2. Supplies, Commodities,	10 000				15 000
<b>Output 2.5: Strengthening of capacities of public authorities for improved budgeting for key social sectors</b>			Strengthening of sectoral social administrations social budgeting									4. Contractual services	40000		40000	UNICEF	MINFI	
													2. Supplies, Commodities	40 000				40000
													5; Travel	40 000				40 000
			Capacity building of decentralized local authorities and development of MTEFs										4. Contractual services	10 000				10 000

													2. Supplies, Commodities	37 000		37 000			
													5; Travel	25 000		25 000			
<b>Outcome 3</b>		<b>An Innovative Funding Mechanism for Very Small Enterprises (VSEs), Small and Medium Enterprises (SMEs) and Farmers Groups is ready to be operationalized</b>																	
Output	Annual target/s		List of activities	Time frame				PLANNED BUDGET							PUNO/s involved	Implementing partner/s involved			
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)		
<b>Output 3.1: The "Cameroon SDG One Fund Platform" is ready to go operational</b>			Conduct studies to evaluate the feasibility of the Cameroon SDG One Fund Platform											4. Contractual services	30 000		30 000	UNDP	MINEPAT, INS
															2. Supplies, Commodities, Materials	15 000			
<b>Output 3.2: Investor mapping of business opportunities in agribusiness and other hotspot sectors identifies strong market opportunity areas</b>			Identify potential opportunities in agribusiness and other hotspot sectors											4. Contractual services	20 000		20 000	UNDP	
															2. Supplies, Commodities, Materials	15 000			
<b>Output 3.3: Mapping of existing capacity in agribusiness and other hotspot sectors identifies gap and needs</b>			Studies to realise mapping of gaps and needs											4. Contractual services	20 000		20 000	UNDP	MINADER, MINEPAT
															2. Supplies, Commodities, Materials	15 000			
Joint programme management			List of activities	Time frame				PLANNED BUDGET							PUNO/s involved	Implementing partner/s involved			
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)		

<b>Output 4.1: Coordination, monitoring and evaluation</b>		Coordination of all PTF interventions											
		Monitoring and evaluation of Joint Programme							20000	0	<b>20000</b>	UNDP/RC O	

## Annex 5. Risk Management Plan

<b>Risks</b>	<b>Risk Level:</b> (Likelihood x Impact)	<b>Likelihood:</b> Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	<b>Impact:</b> Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	<b>Mitigating measures</b>	<b>Responsible Org./Person</b>
<b>Contextual risks</b>					
Delay on implementation of SND 2020 - 2030	low	rare	moderate		MINEPAT
Risk of Covid-19 amplifying global economic slowdown	high	likely	major	SNU will conduct socioeconomic impact of Covid-19	SNU, MINEPAT
<b>Programmatic risks</b>					
Delay in executing JP activities by some actors	low	unlikely	minor	Joint establishment of a detailed work plan at the beginning of the project	RCO, UNDP, UNWOMEN, MINEPAT
<b>Institutional risks</b>					
Delay in formalization of the Oversight Committee	low	unlikely	minor	Start activities with current DFA committee	MINEPAT
Low interest/adherence of actors (IFI, private sector, civil society) to coordinate actions	medium	unlikely	major	The project team will organize dialogues to present the importance of coordination based on DFA recommendations	RCO/UNDP/MINEPAT
<b>Fiduciary risks</b>					
Exchange rate fluctuation	low	unlikely	minor		

**Risk of Covid-19 amplifying global economic slowdown:** UNCTAD (2019)<sup>9</sup> among others, predicted a global economic slowdown in 2020 for a number of reasons: rising protectionist measures, weakening investment, rising levels of debt almost everywhere, market volatility, no-deal Brexit, mounting uncertainty, etc. There have not been any significant measures to counter these predictions. Furthermore, Covid-19 is making matters worse. Even though the extent of spread in the world is not yet known, its repercussions on the world economy are already being felt and could get worse. OEECD (2020)<sup>10</sup> projects global

<sup>9</sup> UNCTAD (2019). Trade and Development Report 2019: Financing a Global Green New Deal. United Nations, Geneva

<sup>10</sup> OECD (2020). Coronavirus: The world economy at risk. OECD Interim Economic Assessment; 2 March

economic growth to fall to 2.4% in 2020, compared to 2.9% in 2019 as restrictions are placed on the movement of people, goods and services, and containment measures such as factory closures have cut manufacturing and domestic demand sharply in China. The impact on the rest of the world through business travel and tourism, supply chains, commodities and lower confidence is growing.

What risks for Africa and Cameroon in particular? The interruption of economic activity in countries with strong trade links with Cameroon (especially China), will seriously affect export revenue. Most of the 33% export to Asian countries, go to China. The demand for exports will fall for several reasons: high uncertainty, increased precautionary behavior, containment efforts and rise in financial costs that reduces the ability to spend. And the greatest risk is that these effects spill over across borders. It is not only export demand that will be affected, but export prices as well as industrial activity in export countries is slowed down because of the virus. An immediate need is for effective public health measures that prevent infection from spreading. The international community, including the UN System and friendly countries and organisations should provide both technical and financial assistance to help Cameroon prevent the spread of Covid-19 and deal with the situation if it does spread to other parts of the country. Fortunately, the World Bank, IMF and other international organisations have put measures in place to assist any country that is challenged by Covid-19.

**Low interest/adherence of actors (IFI, private sector, civil society) to coordinate actions:** The project team will organize dialogues with all stakeholders to present the importance of coordination to increase the effectiveness of development finance based on DFA recommendations. All key stakeholders will be represented as members of the Oversight Committee.

## Annex 6: Summary of Revisions Made in the Final Joint Programme Document

**Country name:** Cameroon

**Joint Programme Title:** Implementing INFF to Unlock, Leverage and Catalyse Resources to Accelerate SDG Achievement for Inclusive Growth

No	Comments from Joint SDG Fund evaluators (see checklist for quality assurance)	Notes from UNCT about how and where in the JP document (e.g. page number) the comments have been addressed
1	.	. The responsibility of the UNDP (the technical lead and convening PUNO) in monitoring and evaluating the



	<i>Highlight PUNOs (as technical lead) active role on monitoring and evaluation</i>	<p><i>Joint Programme has been emphasized. A monitoring and evaluation budget line has been added in the Work Plan and assigned to the UNDP (pages 14, 28 and 45)</i></p> <p><i>This role has also been highlighted under Section <b>3.2</b> "Monitoring, reporting, and evaluation" (page 31)</i></p> <p><i>The RCO will work alongside UNDP in assuring that all the PUNOs respect their M&amp;E obligations</i></p>
2		
3		
4		
5		
6		
7		
8		
9		
10		