

# Joint SDG Fund

## Template for the Joint Programme Annual Progress Report

### SDG FINANCING PORTFOLIO – COMPONENT 1

## Cover page

**Reporting period: June 30 – December 31, 2020**

**Country:** Cuba

**Joint Programme (JP) title:** Support for the development of an Integrated National Financing Framework for the SDGs in Cuba

**Short title:** INFF for SDGs in Cuba

**Start date** (month/year): June/2020

**End date** (month/year): June/2022

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**Budget** (Joint SDG Fund contribution): USD 800,000.00

**Overall budget** (with co-funding): USD 891,860.00

**Annual Financial Delivery Rate:** 5.1%

**Rate of Committed Funding :** 9.1%

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
<b>ECLAC</b>	15,350.6	27,182.4	140,000.0	5.1%	9.1%
<b>UNDP</b>	0.0	0.0	160,000.0		

**Short description of the Joint Programme** (max 1 paragraph):

The Joint Programme is aimed at contributing to the development of an **Integrated National Financing Framework (INFF)** for the SDGs as a tool for planning, defining and evaluating gender-sensitive financing policies useful to improve their effectiveness and promote resource mobilization for the SDGs. Expected results include helping the country evaluate the current financing architecture for the SDGs in Cuba, identify additional potential resources needed to accelerate their implementation, and design a policy framework for SDG financing, articulated and aligned with national sustainable development priorities and the Addis Ababa action areas. There will be strengthened mechanisms for reviewing and monitoring the impact of SDG financing and

institutional capacities, as well as improved mechanisms for governance and coordination of SDG financing policies.

## Executive summary

Despite the restrictions due to the Covid-19 crisis, in the last months of 2020 significant progress was made in the implementation of the JP. The Technical Committee was set up and the first two activities, related to the evaluation of the current financial architecture, have been almost finished. This demanded a significant effort on data collection and literature review, as well as the preparation and revision of documents. Six workshops, with the attendance of representatives of government and a wide spectrum of institutions, took place. These efforts made it possible to comply with the schedule approved in the Joint Work Plan and contribute, directly and indirectly, to capacity building.

In 2021, the Cuban context will be especially intense: in January the process of monetary and exchange unification was launched. This process has had a sudden impact on relative prices, resource allocation and national accounts. In April, the Congress of the Communist Party will be held, in which the National Development Plan will be discussed, among other relevant issues. With new Administration in the US there are expected changes in the US policy towards Cuba and a better international financing context. Finally, important economic, social and health challenges persist in the fight against Covid-19 and its impacts. In this scenario, the importance of the JP stands out and the analysis on some of its risks must be adjusted.

The development of the Cuban Integrated Financing Framework for the SDGs (CIFFRA) will have two main priorities in 2021. In February, the Steering Committee will be constituted, which will complete the Inception Phase and the documents that summarize the results of the first two activities of the JP will be approved. The Evaluation and Diagnosis Phase is expected to take place from February to September, while activities related to financial strategy, monitoring and review, and improving governance will continue or begin.

## A. Annual Progress (MAXIMUM 7 PAGES)

### A.1 The overview of progress and challenges

#### A.1.1. Overall self-assessment

Provide a self-assessment on the overall JP progress in the last year.

- Above expectations (expected annual results fully achieved and additional progress made)  
 On track (expected annual results achieved)  
 Satisfactory (majority of expected annual results achieved)  
 Not-satisfactory (majority of expected annual results not yet achieved)

Due to the drastic isolation measures of the Cuban government aimed at containing the spread of Covid-19, especially in Havana, it was difficult to coordinate or organize face-to-face meetings, especially with national counterparts in the first weeks of the JP. However, especially in the last three months, significant progress was achieved. The Technical Committee was set up and the first two activities of the Joint Work Plan have been almost completed: the mapping of the financial landscape and the prioritization of the SDGs. Both activities required a great effort from the national counterparts and the UN agencies, who planned and implemented in a short period of time 6 workshops, 2 Technical Committees, as well as data gathering and analysis.

#### A.1.2. Overall progress and key developments to date

Main activities carried out:

1. Hiring of the ECLAC expert consultant in Havana to support the JP.
2. Holding three technical coordination meetings of UN agencies, two Technical Committees with representatives of national counterparts, and the constitution of working groups for the first two activities of the JP.
3. Compilation of data and existing literature, and elaboration and revision of the Financial Landscape Mapping draft.
4. Workshop to present the UNDP DFA methodology and discussion of the Financial Landscape Mapping draft, with representatives of the academia and government institutions.
5. Training workshop for Cuban officials on ECLAC's methodology "Critical links and nodes", which served as a reference for the prioritization of the SDGs.
6. Definition of 9 critical circuits for the Cuban development strategy (prioritization of the SDGs), as a result of 4 workshops with Cuban experts from the academia and government institutions.
7. The constitution of the Steering Committee was scheduled for November, but was postponed to February, due to the announcement of the launch of the monetary and exchange unification process in Cuba, which has required a great effort on the part of the government.
8. Incorporated in the Lab SDG Platform new actors (5 minister, 2 ONG and 1 University) and 24 development initiatives were recorded in the Cuban Lab SDG aligning with PNDES Specific Objectives and SDG Global Agenda Goals.
9. To integrate national budget financial information, experts of the Regional SIGOB Projects introduced in the Lab ODS Platform a set of aspects regarding financial initiatives such as: Type of National resources, Type of External resources, Financial Source, Origin Financial Sources, International Financial Partner.
10. Identified two international experience of methodology connect with national budget allocation with SDG priorities.
11. Presented a first SDG Indicators quality reported regarding of the current SDG indicators exposed in the Lab Platform and determined a first schedule of new SDG Indicators will be reported by Cuba Government.

#### A.1.3. Changes

Was the JP document modified in the past year?

- Yes  
 No

#### A.1.4. Challenges

Did the JP face any major challenges in the past year?

- Yes  
 No

Three main challenges had to be handled in the early stages of the JP. First, the announcement of the launch of the monetary unification process implies a drastic change in relative prices, resource allocation and national accounts, which could change the assessment of the financial outlook. However, close collaboration has been built with the government, especially with the Ministry of Economy and Planning, which has made it possible to accelerate the implementation of the JP and anticipate possible impacts of the monetary unification process on the INFF.

Second, the drastic isolation measures implemented by the Cuban government aimed at containing the spread of Covid-19 made it difficult to organize and coordinate with national counterparts in the first weeks of the JP. Third, in the following months, although these restrictions were reduced, the established health protocols limited the number of participants and logistical support for the workshops held. This meant a low execution of program expenses. Travel, one of the main budgeted expenses of the program, has not been executed.

However, the main objectives of the JP have been fulfilled, with a significant effort by the UN agencies and Cuban counterparts, making special use of digital platforms. There is an expectation that Cuba will begin vaccination against Covid-19 in the second quarter. This would make it possible to increase the execution of program expenses, especially in upcoming activities, which require a greater use of international and national technical advice. The use of funds not used during the previous months is being evaluated to increase the hiring of experts in these activities.

Referring to financial performance of the Result 3, the COVID Pandemic implications reduce the possibility of the proper logistics support of the technical activities and meetings carried out in this period: 3 meetings were held at the MEP: 2 meeting with ONEI, and 1 with MFP. Also, a teleconference took place with experts of the SIGOB UNDP Regional Projects supported by UNDP internet capacity.

Also the concentration of the Results 1 and 2 relevant activities during period October – December was high time consumer with the national experts, those who also require to participate in result 3 activities, showed that not suitable conditions were at that period of time to develop an additional set of activities.

It is important to precise that a significant proportion of the UNDP budget has been reserved for the future work agreement with the SIGOB Regional Project, local implementation part of the project as well as for the specialized equipment and capacity building program to monitoring SDG among national actors and the different activities regarding fostering of the ODS Lab (enlarge number of Actors and Initiatives). Those priorities have been planned for the first 2021 semester.

In the current month, the country has experienced a deep increase in Covid 19 cases, so further restrictions in some activities are foreseen in the current trimester.

#### [A.1.5. COVID-19 and other strategic alignment](#)

The main activities of the WP had to be adapted to the Covid 19 realities, promoting virtual meetings and following health protocols if face-to-face meetings were needed. The JP is aligned with the SERP in Cuba in two ways. First, the INFF allows to provide the Cuban government with technical advice on one of the critical issues in the Cuban response to Covid: access to financing suited for the specific conditions of the country. Even preliminary or partial results, such as the identification of 9 critical circuits for development, can support the government's effort in the context of significant financial constraints. Second, many INFF activities are part of the Cuban SERP and, due to the importance of these activities, ECLAC simultaneously leads the development of the INFF and one of the pillars of the UN Cooperation Framework in Cuba 2020-2024 (productive transformation).

## **A.2 Update on priority issues**

### [A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks](#)

<b>Implementation stages</b>	<b>Planned (0%)</b>	<b>Emerging (1-49% progress)</b>	<b>Advancing (50-99% progress)</b>	<b>Complete (100% progress)</b>	<b>Previously completed</b>	<b>Not applicable</b>	<b>Comments/ Notes</b>
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>3. Financing strategy</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>5. Governance &amp; coordination</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The Inception Phase is expected to conclude with the constitution of the Steering Committee in February 2021. This Committee will present the results of the first two activities of the JWP: the financial landscape mapping and the prioritization of SDGs. Both activities have been almost completed.

The speeding up of the Lab SDG Platform recorded in the period the incorporation of new actors which are currently aligning their initiatives with PNDES Specific Objectives and SDG Global Agenda Goals. Also, SDG Indicators schedule has been presented by ONEI in order to load the SDG indicators module in the Lab Platform covering the period 2021-2023.

The activities related to the Financing Strategy are expected to start in February 2021. Although the Steering Committee has not been established yet, the Technical Committee has engaged in a hard effort of coordinating and supervising the implementation of the PTC.

A.2.2. Thematic focus

- Cross-cutting
- Gender
- Children & youth
- Social protection
- Health & nutrition
- Climate change & nature
- Agriculture
- Biodiversity
- Blue economy
- Other.....
- Other.....
- Other.....

A.2.3. Gender marker

Did your Joint Programme feature Gender Results in the past year at the outcome or output level?

- Yes
- No

Briefly explain: The Cuban INFF is based on gender-sensitive financing policies. Context analysis integrates gender analysis, while gender equality is integrated into the proposed outputs. Activity 1.1.2 (prioritizing the SDGs) is still ongoing. The final works of this activity aim to identify the SDG targets that have the greatest impact on gender issues. Activity 1.1.4 (preparation of a map of financing opportunities for the SDGs for Cuba), which is beginning, considers the gender perspective in these opportunities.

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): 1.83

The total score is 1.83.

Two main actions have been carried out. First, the Gender Marker was re-analyzed with the aim of reinforcing the contribution of the JP to gender equality and women's empowerment. Second, the implementation of gender activities was strengthened: an action plan was drawn up to strengthen the gender perspective in the JP, distance work with gender experts was intensified, and the possibility of readjusting the JP budget is being evaluated to increase the hiring of consultants on gender issues.

The Gender Matrix will be updated to include other civil society organizations relevant to gender sensitive financing policies. The National Union of Jurists of Cuba could provide important support to the legal culture of key JP actors on gender equality.

A.2.4. Vulnerable groups

Will the JP directly impact marginalized and/or vulnerable groups through a dedicated outcome or output?

- Yes
- No

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls	2 / 3	2.3 / 3.2	Planned / Planned
Children			

Youth	2 / 3	2.3 / 3.2	Planned / Planned
Persons with disabilities			
Older persons			
Minorities (incl. ethnic, religious, linguistic...)			
Indigenous peoples			
Persons of African Descent (when understood as separate from minorities)			
Migrants			
Refugees & asylum seekers			
Internally displaced persons			
Stateless persons			
Persons deprived of their liberty			
Peasants and rural workers	2 / 3	2.3 / 3.2	Planned / Planned
Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...)			
LGBTI persons (sexual orientation and gender identity)			
Persons affected by (HIV/AIDS, leprosy...)			
Persons with albinism			
Victims or relatives of victims of enforced disappearances			
Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)			

#### A.2.5. Learning and sharing

- Technical meeting between Massimiliano Riva and Maria Berenguer, from the Joint SDG Fund, and ECLAC team for INFF, to share questions and ideas about the implementation of the JP (December 1).
- Participation of ECLAC, UNDP and RCO - Cuba in the webinars organized by the Joint SDG Fund: INFF intro webinar (October 8), training in Financial Leverage (November 12) and Annual Report & INFF Survey Webinar (December 16).
- Thorough review of existing literature on financial outlook assessment and SDG prioritization.

### **A.3 Update on events and partnerships**

#### A.3.1. Events

Type of event	Yes	No	Comments
JP launch event	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The first two JP activities have been almost completed. Launch events are planned at other times in the JP.
Annual donors' event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Partners' event **	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

#### A.3.2. Partnerships

Did your Joint Programme facilitate engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)?

- Yes  
 No

- 9 representatives of the academia (University of Havana and research centers) participated in the workshop in which the first draft of the Financial Landscape Mapping was discussed.
- Another 18 representatives of the academia (University of Havana and research centers) attended the training workshop and 4 roundtables for the prioritization of SGD.

- Lab SDG Platform engagement with new 8 actors (5 ministry, 2 ONG 's, and 1 University) committed with fostering the Cuba SDG lab with new initiatives.
- Technical exchange has been developed with experts of the SIGOB UNDP regional project focusing in financial perspectives on SDG Lab.

### A.3.3. Additional financing

- Yes  
 No

Source of funding	Yes	No	Co-funding or Co-financing?	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input type="checkbox"/>	<input type="checkbox"/>				
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

### **A.4 Strategic communications**

Did the JP develop a strategic communications plan?

- Yes  
 No

The communication strategy has been led by the Cuban government. The dissemination of first results has focused mainly on roundtables with representatives from the academia and the Cuban government.

## **B. Annual Results (MAXIMUM 3 PAGES)**

### **B.1. SDG acceleration**

*List up to 3 main SDG targets that your Joint Programme primarily focused in 2020.*

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

SDG: 17.14 Enhance policy coherence for sustainable development.

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

In 2020, the prioritization of the SDGs and goals of the National Development Plan 2030, and the Financial Landscape Mapping were almost completed. The first will support the government to define the main objectives or circuits that require financing. The second provides a picture of the main trends and constrains of the financial landscape and offers, through the DFA-UNDP methodology, a new analytical tool for the government. Both are critical steps in the process of examining and assessing the financial landscape, while contributing directly and indirectly to capacity building.

### **B.2. Contribution to Fund's global results**

At least three preliminary financing strategies have been developed and validated with Cuban authorities by the end of 2021.

### **B.3. JP Outputs and outcomes**

- Achievement of outputs

The first two activities of the JP were carried out: Mapping the financial landscape (1.1.1) and prioritizing the SDGs and the National Development Plan goals (1.1.2). Both provide critical inputs that will allow progress in the conclusion of output 1.1 (analysis of the Cuban financial panorama) and other key activities of outcome 1 (evaluation of the current financial architecture).

Other 3 output regarding Result 3 were initiated: Strengthen the selected accounting methodologies (3.1.1), Enhance the measurement capacity for SDG indicators (3.1.2) and the Design and implement the budget record module for the SDG Laboratory Platform (3.2.1) contributing with key aspects necessary for define activities to advance in result 3 objective.

- Achievement of outcomes

In the Inception Phase, which is scheduled to end in January 2021, the emphasis was based on the assessment of the current financial architecture (outcome 1) and identified key elements for monitoring SDG indicators and fostering SDG Lab Platform.

### **B.4. Strategic Documents**

Did the JP produce strategic documents in the last year (policy, strategies, analyses/assessments, methodological documents, and other relevant documents)?

- Yes  
 No

Development of most important documents:

1. **Financial Landscape Mapping**, whose objective is to analyze the main trends in the sources of financing for development in the last decade in Cuba and to identify opportunities for their improvement.
2. **Methodology for the identification of critical links and nodes in Cuba**, whose objective is to carry out a prioritization process of the National Development Plan 2030 goals, aligned with the SDGs.
3. **Lab SDG Platform** with new actors and initiatives, as well as a set of financial initiatives categories. (Link: <https://ods.mep.gob.cu/ODS>)

## C. Plan for the Next Year of implementation (MAXIMUM 2 PAGES)

### C.1 Upcoming activities

Three important milestones will be achieved in 2021. In February, the Steering Committee will be constituted, with which the Inception Phase will end and the documents that summarize the results of the first two activities of the JP will be approved. From February to September, the Assessment and Diagnosis Phase will take place, while activities related to the financial strategy, monitoring and review, and improvement of governance will continue or begin. Finally, 2021 will be an intense political year for Cuba: in January the monetary and exchange rate unification process began; in April the Congress of the Communist Party will be held; significant changes in US policy towards Cuba are expected; and persist important economic, social, and health challenges in dealing with Covid-19. In this context, the importance of the JP and the need for continuous feedback are reinforced.

Specific annual results expected from JP in 2021:

1. **Complete Result 1** and, with it, the Assessment and Diagnosis phase. This comprises the implementation of 6 more activities and concludes with the identification of financing gaps.
2. **Start of Outcome 2 activities:** development of a financial policy framework for the SDGs. The 3 activities of output 2.1 (mapping the financing policy framework for sustainable development) will start and end in 2021. The 6 activities of outputs 2.2 (identification of proposals for financing policies) and 2.3 (design of a framework to improve coherence of financing policies) will begin in 2021 but will be completed in 2022.
3. **Continue with the activities of Outcome 3:** strengthen the mechanism for monitoring and reviewing the financing of the SDGs.

### C.2. Expected changes

At this time, no modifications are expected to the JP work plan, budget, theory of change or results framework in 2021.

### C.3. Risks and mitigation measures

Are there any changes made/expected to be made to the Risk Matrix?

- Yes  
 No

Two changes have been made to the Risk Matrix related to recent events. First, the probability of the first risk (the US blockade intensifies) was reduced from 5 to 2, based on new Administration after US elections. Second, in January the process of monetary and exchange unification began, which had not been announced when the previous matrix was made. The main risk now is potential impact of the unification on the economic and financial landscape.

## Annex 1: Consolidated Annual Results

### 1. JP contribution to global programmatic results (annual)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Update table below)

Indicators	Target 2020	Result 2020	Target 2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope (for other/ additional sector/s or through new sources/means)	0	0	0
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale (for the same multi-sectoral solution.)	0	0	0

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Update table below and provide details as requested)

Indicators	Target 2020	Result 2020	Target 2021	List of strategies/ frameworks developed
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	0	3	At least three preliminary financing strategies have been developed and validated with Cuban authorities.
4.2: #of integrated financing strategies that have been implemented with partners in lead disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners	0	0	0	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	0	0	

## 2. Selected global performance indicators (annual)

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence in 2020?

- Yes, considerably contributed  
 Yes, contributed  
 No

Explain briefly: The JP is part of the activities of the UN Cooperation Framework in Cuba 2020-2024 and contributes to the development of multi-agency and multi-actor projects. It is already grounding SDG related financial analysis and considerations in the work of the UNCT and Its results could drive or stimulate other UNCT projects and priorities.

2.2. Did your Joint Programme contribute to 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?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

Explain briefly:

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

- Yes  
 No

Explain briefly: The JP is a key activity of one of the 4 Results Groups of the UN Cooperation Framework in Cuba 2020 - 2024: Productive Transformation. Based on this, ECLAC leads both the JP and the Productive Transformation Cooperation Framework Results Group.

## 3. Results as per JP Results Framework (annual)

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
<b>Outcome 1</b> Current development financing architecture in Cuba assessed and additional resource needs to accelerate SDG implementation identified						
Outcome 1 - Indicator Identification of the financial resources necessary to implement the 2030 Agenda	0	1	0	Activities 1.1.1 and 1.1.2 were carried out. 1.1.3 and 1.1.4 are expected to be completed in the 3rd quarter of 2021, as planned in the WP.	Not applicable	
Outcome 1 - Indicator Existence of a map of SDG financing opportunities for Cuba	0	0	0		1	
<b>Output 1.1</b> Analyzed the financial landscape for Cuba on the basis of PNDES 2030 priorities, SDG implementation and gender equity and population dynamics considerations						
Output 1.1 - Indicator Existence of an assessment of SDG financing sources, use and	0	0	0	Activities 1.1.1 (Financial Landscape Mapping) and	1	

stakeholders, and of innovative mechanisms				1.1.2 (Prioritization of SDGs) were carried out.		
Output 1.1 - Indicator Availability of information on Financing opportunities for gender and population dynamics related targets						
<b>Output 1.2</b> Availability of information on financing opportunities for gender and population dynamics related targets						
Output 1.2 – Indicator Existence of a methodology to estimate SDG financing costs	0	1	0	The methodology for estimating the financing costs of the SDGs will be fine-tuned when the prioritization of SDGs is completed. It is one of JP's next steps.	Not applicable	
Output 1.2 - Indicator Existence of an SDG financing gap estimation	0	0	0		1	
<b>Output 1.3</b> Identified the main policy and institutional restrictions and risks that hinder resource mobilization for SDG financing						
Output 1.3 – Indicator Existence of an assessment of institutional barriers limiting resource mobilization	0	1	0	Activity 1.3.1 (financing restrictions) is scheduled to end in the second quarter of 2021.	Not applicable	
<b>Outcome 2</b> An SDG financing policy framework developed, articulated, gender-sensitive and aligned with national sustainable development priorities and AAAA action areas						
Outcome 2 - Indicator Existence of a proposal for the SDG financing strategy	0	0	0		1	
Outcome 2 - Indicator Existence of a set of actions to accelerate SDG financing	0	0	0		1	
<b>Output 2.1</b> The sustainable development financing policy framework and its inter-relationship mapped, and SDG financing gaps identified						
Output 2.1 - Indicator Availability of a matrix with current financing policies and effectiveness evaluation	0	0	0		1	
<b>Output 2.2</b> Financing policy proposals articulated with AAAA action areas, and priorities to accelerate SDG financing identified						
Output 2.2 – Indicator Existence of a gender-sensitive document that contains policy	0	0	0		1	

proposals to strengthen SDG financing						
<b>Output 2.3</b> Designed framework to improve financing policy coherence and identified key actions to accelerate SDG financing, considering gender and generational equity and environmental sustainability						
Output 2.3 – Indicator Availability of a midterm expenditure and income framework for SDG financing	0	0	0		1	
Output 2.3 – Indicator Existence of a knowledge management and institutional Strengthening programme to make emphasis, inter alia, on gender and generational equity conditions and environmental sustainability	0	0	0		1	
<b>Outcome 3</b> Strengthened monitoring and review mechanism for SDG financing						
Outcome 3 - Indicator SDG LAB Platform incorporates an SDG financing module	0	0			1	
Outcome 3 - Indicator Number of SDG indicators reported on the Platform	20	41 (21 additional targets)	34 (14 additional targets)		90 (49 additional targets)	
<b>Output 3.1</b> Strengthened the monitoring and reporting process on national SDG financing						
Output 3.1 - Indicator Number of exchanges on the SDG monitoring and costing system	0	0			1	
<b>Output 3.2</b> Expanded, integrated digital platform (SDG Laboratory) as an information and management support service for SDG follow-up at the national and territorial levels						
Output 3.2 – Indicator Number of workshops and seminars on SDGs and their financing	0	1 national 1 territorial	1 national Workshop SDG initiatives financial typologies 0		1 national 1 territorial	
Output 3.2 - Indicator Number of stakeholders (institutions, civil society, local governments) joining the initiative of the Platform	13 institutions 1 NGO 4 provincials governments 1 UN agency	16 institutions (3 new ones) 6 governments (2 new ones) 3 NGOs (2 new ones)	21 institutions (8 new ones): 5 governments, 2 NGOs, 1 University		21 institutions (5 new ones) 8 governments (2 new ones) 6 NGOs (3 new ones)	

		4 UN agencies (3 new ones)			7 UN agencies (3 new ones)	
<b>Output 3.3</b> Strengthened skills and sensitivity of key local institutions to integrate and monitor the financing of SDG targets related to gender equality and women's empowerment						
Output 3.3 – Indicator Number of people Trained (disaggregated by sex)	0	80 people (impacting on gender-specific equity)	0		160 (80 additional) people trained (impacting on gender-specific equity)	
Output 3.3 – Indicator Number of training actions on gender equality and equity as a key principle in SDG financing	0	4	0		4	
Output 3.3 – Indicator Number of initiatives articulating financial resources to bridge SDG gaps and including dimensions relative to gender equality and women's empowerment	0	1 (identified)	0		1 (implementation underway)	
<b>Outcome 4</b> Strengthened institutional capacities and improved governance and policy coordination mechanisms related to SDG financing						
Outcome 4 - Indicator Number of actions proposed to improve the governance and Coordination mechanism	0	0	0		3	
<b>Output 4.1</b> Strengthened institutional capacities for governance and policy coordination						
Output 4.1 - Indicator Number of good practices related to governance and coordination of financing policies implemented	0	0	0		3	

## Annex 2: List of strategic documents

### 1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it
Financial Landscape Mapping	Dec 14, 2020	Analysis of the main trends in financing sources for development in the last decade in Cuba and identification of opportunities for their improvement, based on the UNDP DFA methodology. The draft was discussed in a workshop with representatives of the government and the academia. The final version will be presented for approval at the Steering Committee in February.
Methodology for the identification of critical links and nodes in Cuba	Nov 5, 2020	Methodological proposal for prioritizing goals of the National Development Plan 2030, aligned with the SDGs, based on the ECLAC methodology for the identification of critical links and nodes. The document provided a conceptual and empirical framework for the roundtables with key civil servants and scholars in the ranking of the SDGs. A document which summarizes and systematizes the methodology and the main findings is being elaborated. It will be presented for approval at the Steering Committee in February.
Lab SDG Platform	Dec 20, 2020	The incorporation in the Lab SDG Platform, of new actors which are currently aligning their initiatives with PNDES Specific Objectives and SDG Global Agenda Goals to be able to include national expenditure for SDGs in the platform and factor them in when monitoring SDG implementation at local level

### 2. Strategic documents for which JP provided contribution

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

### Annex 3: List of strategic communication documents

1. Have you created a strategic communication plan for the Joint Programme?

- Yes  
 No

Explain briefly: The communication strategy has been led by the Cuban government. The dissemination of first results has focused mainly on roundtables with representatives from the academia and the Cuban government.

2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget)

Explain briefly: 0%

3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes  
 No

Explain briefly: The communication strategy has been led by the Cuban government.

4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes  
 No

Explain briefly: The Country Profile Page summarizes the main ideas and objectives of the Joint Program in Cuba.

5. How many articles (interviews, human interest stories, press releases, expert insights, etc.) about your JP were published by an external media outlet (Non-UN published)?

Total number: 0

Explain briefly: The communication strategy has been led by the Cuban government.

6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: 0

Explain briefly: The communication strategy has been led by the Cuban government.

7. Have you received an increase of social media followers?

- Yes  
 No

Total number: (Not mandatory)

Explain briefly: The communication strategy has been led by the Cuban government.

#### Multi-Media Faucets

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

*Social Media Campaigns*

<b>Title of the document</b>	<b>Type (FB/Twitter/LinkedIn/Etc.)</b>	<b>Brief description and hyperlink (if it exists)</b>

## Annex 4: Updated JP Risk Management Matrix

<b>Risks</b>	<b>Risk Level:</b>	<b>Likelihood:</b>	<b>Impact:</b>	<b>Mitigating measures</b>	<b>Responsible Org./Person</b>
<b>Contextual risks</b>					
The U.S. blockade is intensified, making it difficult to sign contracts with international suppliers.	15	2	3	Use the experience gained by the UNDP Procurement Unit for import of goods and services required by the project. Develop a procurement plan from project inception.	Steering Committee
The country is affected by extreme natural, health and/or technological events (hurricanes, floods, droughts), making it necessary to set priorities for national institutions.	12	3	4	Anticipate and implement risk management plans for these events.	Steering Committee
The international economy undergoes further deterioration.	9	3	3		
The process to update the economic model slows down	5	1	5		
There remain gender standards and stereotypes that render it difficult to make differentiated financing needs visible and take action for increased gender awareness.	9	3	3	Support advocacy and communication activities.	Implementing agencies and National SDG Group
<b>Programmatic risks</b>					
There is no articulation among the multiple institutions involved in the project.	12	3	4	Involve all institutions in project governance mechanisms. Make the participation of all institutions visible. Strengthen the role of the National SDG Group.	Steering Committee and National SDG Group
There is inadequate availability of and accessibility to disaggregated statistical data that facilitate timely decision-making.	20	4	5	Strengthen the role of the National Office of Statistics and Information (ONEI) as a key project stakeholder.	Steering Committee and ONEI

Institutional risks					
The representatives of institutions involved in the project change.	9	3	3	Ensure institutional commitments through the National SDG Group. Identify, together with the relevant institutions, the officials involved in project follow-up.	National institutions and Steering Committee
The implementation of activities by national institutions is delayed due to the complexities associated with this innovative process under Cuban conditions.	16	4	4	Systematically monitor substantive progress. Incorporate key project milestones into institutional and JP work plans.	National institutions and Steering Committee
Fiduciary risks					
Disbursements are not made within established timeframes.	9	3	3	Establish partnerships with national and local entities to support the set of actions that are annually agreed upon.	Steering Committee
The implementation of the monetary and exchange unification process produces unexpected changes in the financial landscape, including financial and budgeting accounting procedures.	9	3	3	Develop a response and adjustment plan with the participation of key institutions.	Ministry of Economy and Planning, Central Bank of Cuba, Ministry of Finance and Prices