

**Joint SDG Fund**  
 Template for the Joint Programme Annual Progress Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Reporting period: September 01 – December 31, 2020**

**Country: Samoa**

**Joint Programme (JP) title: Sustainable financing for the 2030 Agenda through viable INFF in Cook Islands, Niue and Samoa**

**Short title: *Developing INFFs for SDGs in Cook Islands, Niue and Samoa***

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

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

**RC (name): Ms. Simona Marinescu**

**Government Focal Point (name and ministry/agency): Ms Noumea Simi; CEO Ministry Foreign Affairs**

**Representative of Lead PUNO (name and agency): Mr Jorn Sorensen, UNDP**

**List of PUNOs:**

- **UNESCAP, Head of Pacific Office, Mr Iosefa Maiava,; [maiavai@un.org](mailto:maiavai@un.org)**
- **UN Women; Country Representative, Ms Sandra Bernklau, [sandra.bernklau@unwomen.org](mailto:sandra.bernklau@unwomen.org)**

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**Budget (Joint SDG Fund contribution): USD979,462.00**

**Overall budget (with co-funding): USD1,036,712.00**

**Annual Financial Delivery Rate: 0.019227862%**

**Rate of Committed Funding : 0%**

	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>UNDP</b>	\$ 9,411.00	\$ -	\$ 119,643.00	0.019227862	0
<b>UNWOMEN</b>	\$ -	\$ -	\$ 174,025.00		
<b>UNESCAP</b>	\$ -	\$ -	\$ 195,778.00		

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

The Joint Programme aims to develop financing strategies and operationalize the Integrated National Financing Framework (INFFs) for Cook Islands, Niue and Samoa to provide these countries with opportunities to greatly improve the management of financial flows and mobilize new, diverse and innovative/catalytic financial instruments to accelerate progress of the 2030 Agenda for Sustainable Development. Linking budget allocations with national priorities and Sustainable Development Goals (SDGs) will contribute towards performing evidence-based financial management which will allow the Government and its partners to make strategic investments that advance sustainable development at lower transaction costs. Aligning annual budgets and SDG-related expenditure with medium term revenue strategies and expenditure frameworks, and deepening engagement between policy makers and private sector within the planning process through the INFF will lead to the availability of new development finance and increased reach and impact of SDG investments.

**Executive summary**

For the first three (3) months of the JP (September – December 2020), there has been some progress with the implementation such as the approval and signing of the Project Document by all three (3) Governments of Samoa, Cook Islands and Niue, that was followed by the completion of the Local Project Approval Committee (LPAC) Process and Quality Assurance of the Project as an integral part of the designing phase. This was then followed by the mobilization of the Year One funds for all the 3 PUNOs.

Furthermore, the establishments of partnerships and dialogues with the Government focal agencies have informed the set-up of the governance structures for the JP, such as the development of the TOR for the INFF Oversight Committee for Samoa, and the recommendations from Government to utilize existing mechanisms for such oversight role of the JP. Similar process and support will be provided in the setup of JP Governance structures for Cook Islands & Niue.

On the technical side, UNDP has made progress in the procurement and mobilization of technical experts to support the implementation of the JP, such as the recruitment of the International Consultant with support of BRH Office, to lead the DFA Review for Samoa and the development of DFA Concept Notes for Cook Islands and Niue. UNDP is currently developing the TORs for the National Consultants for both Cook Islands and Niue to support the development of their DFAs. ESCAP has initiated contact with various national stakeholders and UN agencies to establish baseline understanding and also scope activities which are relevant and in demand.

UN Women has progressed with design of gender responsive financing strategies developed with Ministry of Finance counterparts with align with key elements with of Ministry of Finance and implementation planning. UN Women Samoa is developing the ToR for National Consultant to support MOF Samoa in producing gender responsive financing strategies are developed.

Lastly, the successful recruitment of the Finance Associate Office to support the implementation of the SDG Financing Programme was another significant progress made in the last three (3) months.

**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)

Satisfactory – Implementation of the JP did not move forward as fast as expected due to challenges brought about by COVID19. Circumstances created by COVID19 pandemic has affected JP partners/actors strategic focus in the last 12 months. Governments priorities shifted due to COVID response and recovery strategies in terms of developing stimulus packages. It was difficult to push for time/space for the SDG Finance with main Ministries such as the Ministry of Finance (MOF), especially considering the late quarter 3 roll-out of the JP. Another impact in implementation progress was the delayed endorsement from the Government of the Cook Islands (received in September).

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

##### **1. Governance & Coordination**

The establishment of Oversight Committee to be lead by the MOF (Samoa) is in progress. Initial discussions with the MOF have taken place as well as the LPAC workshop briefing project stakeholders on objectives and goals of the JP. The Terms of Reference (TOR) for the Oversight Committee is awaiting Government comments and endorsement although they have agreed to it in principle. Government has also agreed that we may use an existing committee for purposes of the project.

##### **2. Research Assessments and feasibility study**

The specific JP Interventions that covers Assessment and Feasibility is at the planning stage lead by ESCAP

##### **3. Financial Policy Development**

The development of Financial Policies for the Joint Programme is still at the planning stages with established and ongoing discussions with relevant Government Focal Point Agencies.

##### **4. JP Programme Management**

The TOR for Oversight Committee for Samoa has been completed and submitted to government for comments and endorsement. Initial discussion has noted the recommendations from Government to utilize existing mechanisms to undertake the Oversight Committee Roles. Initial discussions has taken place with Governments of Cook Islands and Niue on the development of the DFAs, it is envisaged that the DFA Oversight Committees will be established later in Q3 of Year 1.

##### **5. Mobilization of Financial Resources**

#### 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

The main challenge encountered in the first three months of implementation of the JP that inhibited the timely progress of the programme was the shift of National Priorities to focus on COVID19 Recovery and Building back strategies. As a mitigating measure, the implementation of the JP has to be more responsive with more emphasis and capitalizing on the development of financing policy and strategy for Recovery Plan and accessing finances for Recovery. Furthermore, the JP could also assist to strengthen private sector development in terms of providing direction on innovative Investments towards sustainable development following a loss of market in the Tourism industry.

### A.1.5. COVID-19 and other strategic alignment

#### **1. JP alignment with COVID-19 National Recovery**

- UNDP positioned to provide advice through SERP and integrate the Recovery Strategies into new National Development Plan SDS 2020-2025.
- Identify opportunities to build forward better incorporating themes of sustainability, inclusivity, and resilience. Persuade/Convince government of Relevancy of JP now more than ever to develop Financing policy and Financing Strategy that address challenges of accessing finances within this new financing landscape (since COVID).
- Develop reforms across public and private financing and how manage these risks.

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

### A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable	Comments/ Notes
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2018
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Update DFA Samoa, New DFA Cook Is and Niue
<b>3. Financing strategy</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In progress
<b>4. Monitoring &amp; review</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In progress
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Samoa has previously (in 2018) covered implementation stages 1 and 2. A lot has changed since 2018, so Samoa will update its DFA. The Terms of Reference for International Consultant (IC) for this purpose has been completed and shared with BRH who is assisting Samoa in procurement of the IC. The UNDP CO Samoa Economist will take up role of national consultant to assist IC work should commence in February 2021.

Cook Island – Virtual discussions have taken place with Ministry of Finance and Economic Management (MFEM) and the Central Planning Office to put in place International Consultant and a National consultant to start implementation of stage 1 and 2 in Cook Island.

Niue – Still at the discussion level but foresee similar support of mobilizing International Consultant and a National Consultant to support implementation of DFA Development.

### A.2.2. Thematic focus

- |   |  |                                       |   |
|---|--|---------------------------------------|---|
| <input checked="" type="checkbox"/> Cross-cutting | <input checked="" type="checkbox"/> Social protection  | <input type="checkbox"/> Agriculture  | <input checked="" type="checkbox"/> OtherGovernance |
| <input checked="" type="checkbox"/> Gender        | <input checked="" type="checkbox"/> Health & nutrition | <input type="checkbox"/> Biodiversity | <input type="checkbox"/> Other.....                 |
| <input type="checkbox"/> Children & youth         | <input type="checkbox"/> Climate change & nature       | <input type="checkbox"/> Blue economy | <input type="checkbox"/> 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:

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

The JP Gender Marker Total Scoring is **2**

The implementation of the JP is still at its planning stages without any concrete results in last three (3) months; however, Gender is well mainstreamed into the programme across all the interventions under each of the programme outputs. Of note, one of the main activities under output 1.2 that is led by UN Women is the review of the National Budget Systems and Processes for Samoa to ensure that is Gender Responsive.

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	X	1.2	PLANNED
Children			
Youth			
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			
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

For the first three (3) months of implementation, the UNDP Samoa Country Office has engaged in ongoing discussions and webinars sessions facilitated by the BRH Office, which offers the opportunities for knowledge sharing and learning from countries that have had experiences in INFF Development and have successfully executed their DFA Reviews, SDG Budgeting, and etc. This support by the UNDP BRH extends to assisting Samoa MCO in the mobilization of the required technical team to support the implementation of the JP activities.

ESCAP and DESA organized a SDG implementation and VNR capacity building workshop, in the margins of the Pacific Forum on Sustainable Development in December 2020. The meeting was attended by national government, civil society and development partner stakeholders. A key learning was the impact of COVID-19 on ability of national governments to implement planned activities and SDGs. More so, recovery and response measures have been limited by resource constraints (technical and financial). A corollary is the need to understand the COVID-19 related context and ground realities, whilst programming and implementing the JP.

### 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"/>	
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

There haven't been much diverse engagement with stakeholders in the first three (3) months of the JP; the PUNOs however have established discussions and engagements with focal point agencies in Government such as the Samoa Ministry of Finance, Cook Islands Ministry of Finance & Economic Management, and the Niue Central Agency for Finance and Planning. The JP is foreseeing a much wider engagement with the Programme Stakeholders in the last two (2) quarters of Year 1, when the JP is in full thrust with the establishments of Oversight Committees, the execution of the Inception Workshops, and the implementation of interventions for all the 3 Countries.

Discussion have taken place between IMF-PFTAC and ESCAP to jointly undertake work in Samoa. Will discuss further with partners as the scope of work is finalized.

#### 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

A Communication Strategy for the Joint Programme will be developed in the Third (3rd) Quarter of Year 1 (Jan – Mar 2021), under the guidance and support of the RCO Communication Officers as part of the RCO Coordination role for the Joint Programme. Furthermore, there were NO Strategic Communications Highlights of the JP in its first three (3) months of implementation

## 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.

For the first three (3) months of implementation, the JP focused on accelerating and meeting the SDG 5 – Target 5. A, SDG 8 – Target 8.3 & 8.10, SDG 17- Target 17.1 & 17.2

The activity to update of Samoa’s DFA is an opportunity to re-set entry points that are in line with current priorities of COVID recovery strategies and also to narrow focus on SDG goals and targets – Goal 5 and Goal 8 and further strengthening Goal 17.

### B.2. Contribution to Fund’s global results

- Fill out Annex 1-1 and Annex 1-2, and provide below a short narrative on how the JP contributed to the Fund’s global Outcome and Output last year. Please refer to the targets written in the JP ProDoc for the last year. If you haven’t set a target for the global Outcome and Output of the Fund in the submission of your JP ProDoc, please do so in Annex 1-1 and Annex 1-2.

As part of DFA development activity - Setting up Financing dialogue platforms and creating networks with a broad range of investors and stakeholders will strengthen partnerships and architect to help attract additional financing by engaging new actors – private sector and non commercial private finance (NGOs and FBOs). Thus will contribute to global fund outcome 2. This is most likely to bear fruit in the next quarter of JP.

### B.3. JP Outputs and outcomes

- Achievement of outputs

The implementation of the JP in the last three (3) months have yet to yield concrete achievements at the Output level as most of the activities are at the planning and initial stages. Nevertheless, progress has been made in establishing partnerships and dialogues with key focal partners on the set up of the INFF Governance Structures, and the procurements of relevant experts to support implementation of activities.

- Achievement of outcomes

As the JP is still in its inception phase with most of the activities yet to commence, there haven’t been much progress and results achieved that can substantially contribute to the achievement of the JP Overall Outcome.

### 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

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

### C.1 Upcoming activities

Output 1.1: Integrated Financing Strategies for Accelerating SDG Progress Implemented	<ul style="list-style-type: none"> <li>• Update Samoa DFA</li> <li>• Develop DFAs for Cook Islands &amp; Niue to Establish/Coordinate technical committees (Done in parallel with Samoa DFA).</li> </ul>	Feb – April 2021
Output 1.2: SDS, Sector Plan Costed and Gender Responsive Financing Frameworks	<ul style="list-style-type: none"> <li>• Costing Samoa's National Strategic Plan and 2 sectors</li> <li>• Review of Budgetary Process to improve alignment between policies and annual budgets; Develop new budget templates</li> <li>• Gender gap analysis</li> </ul>	June – Oct 2021

Output 1.3 Evidence-Based Financing Mechanisms available to Mobilize Public and Private Resources to respond to Samoa's National Development Plan	<ul style="list-style-type: none"> <li>• Trainings/Capacity Building - provides for capacity development to build the knowledge base of key stakeholders on definitions, functions and characteristics of <u>SDG financing strategies and new financing instruments</u>.</li> </ul>	Nov – Dec 2021
	<ul style="list-style-type: none"> <li>• Develop a national strategy for public and private sector co-financing</li> </ul>	2022
	<ul style="list-style-type: none"> <li>• Conduct a stock-take of relevant financing instruments and undertake a feasibility study on improving existing instruments and/or introducing new innovative instruments to help businesses grow and direct investments towards sustainable development.</li> </ul>	2022

UNESCAP will undertake:

- Finalization of concept notes, workplans and TORs to complete country level activities. Requisite actions will be undertaken, such as stakeholder consultations (mainly through webinars), hiring of local consultants to support the government prioritized activities, and engagement with development partners.
- Consultations with national stakeholders on the scope and design of interventions, noting progress made in respective areas. Supplementary and complementary interventions that a tailored and context specific support will be designed in early part of 2021.
- Partnerships progressed with PFTAC/IMF on specific activities, as well as, with other relevant partners.

### Expected Results for 2021:

1. Outcome of an INFF Roadmap towards operationalizing Integrating Frameworks in 3 countries: Intergrating plans and financing policies; Integrating public-private policies and integration and collaboration across partners.

Diagnostic and assessments be completed for all 3 countries by first quarter of 2021 –to determine opportunities to further strengthen policies, institutions and capacity towards a more integrated financing approach. Make recommendations for Financing Strategy, M&E framework, Governance and Coordination structures.

2. Outcome of creating gender Financing Strategies – Costing the new SDS 2021-2025 (yet to be launched in April-May 2021); Review Budget Process to move forward the Alignment of Plans and financing strategies with Annual Budget Process; Gender gap analysis for one sector ensures that gender equality SDG 5 is incorporated into Financing Strategies, and that vulnerable group of women and girls are not left behind promoting financial inclusion.

3. Outcome - Mobilize Private Sector (commercial and non-commercial) Resources: Trainings & Build Capacity – to develop capacity to understand Financing Dialogue and Goals. Also build the knowledge base of key stakeholders on definitions, functions and characteristics of SDG financing strategies and new financing instruments.

ESCAP lead work will support capacity building to help cost a sector strategy, and support selected costing to demonstrate utility. Stock take of financing instruments, together with design of support for detailed understanding of feasibility an appropriate instrument, either existing or new, to leverage more resources in a sustainable manner.

### C.2. Expected changes

At this point of implementation, there are no changes anticipated to PUNO's Planning Activities, Budget, and the overall JP Strategy and Expected Results

### C.3. Risks and mitigation measures

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



- Yes
- No

## 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)	1	0	1
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale (for the same multi-sectoral solution)	1	0	1

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)	1	0	2	Nil
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	1	0	2	Nil
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	0	2	Integrating Plan and Financing Policies

## 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: [Coherence is encouraged in working towards same goal.](#)

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: [Beneficial for UN agencies not having a presence within country.](#)

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

- Yes  
 No

Explain briefly:

## 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>						
Outcome 1 indicator: <i>Amount of resources leveraged</i>	0	\$1m	Nil	The JP has just started its first activity under Output 1	\$5m	N/A
Outcome 1 indicator: Amount of SDGs reflected in Budget	0	15%	Nil	The JP is still in its early stages of implementation	30%	N/A
<b>Output 1.1</b>						
Output 1.1 indicator Number of DFAs developed	0	1	1	The JP is still in its early stages of implementation	2	3
Output 1.1 indicator Number of active national meetings convened	0	2	3	No meetings yet, The JP is still in its early stages of implementation		

## 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
None		

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
None		

## Annex 3: List of strategic communication documents

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

- Yes  
 No

Explain briefly: [The Joint Programme is planning to develop a Communication Strategy in the last two \(2\) quarters of Year 1 of the JP](#)

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: [Nil](#)

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

- Yes  
 No

Explain briefly: [N/A](#)

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

- Yes  
 No

Explain briefly: [N/A](#)

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: Nil

Explain briefly: [There were no published articles for the JP in the first three \(3\) months of implementation](#)

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: Nil

Explain briefly: [There were no published articles for the JP in the first three \(3\) months of implementation](#)

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

Yes

No

Total number: (Not mandatory)

Explain briefly:

*Multi-Media Faucets*

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
None		

*Social Media Campaigns*

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)
None		

## Annex 4: Updated JP Risk Management Matrix

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Programmatic risks					
Institutional risks					
Fiduciary risks					

There were no changes made to the JP Risk Management Matrix for the first three (3) months implementations of the Joint Programme